

**PUBLIC AND SUPPORT SERVICES GROUP  
SUMMARY**

| <b><u>GENERAL FUND</u></b>               | <b><u>Page #</u></b> | <b><u>Appropriation</u></b> | <b><u>Departmental<br/>Revenue</u></b> | <b><u>Local Cost</u></b> |
|--|----------------------|-----------------------------|--|--------------------------|
| PUBLIC AND SUPPORT SERVICES GROUP        |                      |                             |  |                          |
| ADMINISTRATION SUMMARY                   | 391                  | 1,977,648                   | -                                      | 1,977,648                |
| AGRICULTURE/WEIGHTS AND MEASURES SUMMARY | 397                  |                             |  |                          |
| AGRICULTURE/WEIGHTS AND MEASURES         | 398                  | 6,589,172                   | 4,075,133                              | 2,514,039                |
| AIRPORTS SUMMARY                         | 403                  |                             |  |                          |
| AIRPORTS                                 | 404                  | 2,826,889                   | 2,826,889                              | -                        |
| ARCHITECTURE AND ENGINEERING             | 411                  | 585,320                     | -                                      | 585,320                  |
| COUNTY MUSEUM SUMMARY                    | 422                  |                             |  |                          |
| COUNTY MUSEUM                            | 423                  | 3,644,827                   | 1,520,579                              | 2,124,248                |
| FACILITIES MANAGEMENT SUMMARY            | 429                  |                             |  |                          |
| FACILITIES MANAGEMENT                    | 430                  | 14,344,851                  | 5,039,237                              | 9,305,614                |
| UTILITIES                                | 434                  | 17,754,196                  | 246,082                                | 17,508,114               |
| LAND USE SERVICES SUMMARY                | 444                  |                             |  |                          |
| ADMINISTRATION                           | 445                  | -                           | -                                      | -                        |
| ADVANCE PLANNING                         | 448                  | 4,149,019                   | 2,424,235                              | 1,724,784                |
| CURRENT PLANNING                         | 451                  | 3,335,080                   | 3,335,080                              | -                        |
| BUILDING AND SAFETY                      | 454                  | 10,244,406                  | 10,244,406                             | -                        |
| CODE ENFORCEMENT                         | 457                  | 4,993,795                   | 560,300                                | 4,433,495                |
| FIRE HAZARD ABATEMENT                    | 460                  | 2,851,163                   | 2,851,163                              | -                        |
| PUBLIC WORKS DEPARTMENT SUMMARY          | 465                  |                             |  |                          |
| SURVEYOR                                 | 466                  | 5,203,207                   | 4,935,069                              | 268,138                  |
| REAL ESTATE SERVICES SUMMARY             | 501                  |                             |  |                          |
| REAL ESTATE SERVICES                     | 502                  | 2,612,928                   | 1,538,500                              | 1,074,428                |
| RENTS AND LEASES                         | 505                  | 419,311                     | 419,311                                | -                        |
| COURTS PROPERTY MANAGEMENT               | 507                  | 382,430                     | 337,430                                | 45,000                   |
| REGIONAL PARKS SUMMARY                   | 511                  |                             |  |                          |
| REGIONAL PARKS                           | 512                  | 10,036,137                  | 7,246,313                              | 2,789,824                |
| REGISTRAR OF VOTERS                      | 537                  | 8,418,890                   | 3,480,870                              | 4,938,020                |
| TOTAL GENERAL FUND                       |                      | <u>100,369,269</u>          | <u>51,080,597</u>                      | <u>49,288,672</u>        |

| <b><u>SPECIAL REVENUE FUNDS</u></b> | <b><u>Page #</u></b> | <b><u>Appropriation</u></b> | <b><u>Departmental<br/>Revenue</u></b> | <b><u>Fund Balance</u></b> |
|-------------------------------------|----------------------|-----------------------------|--|----------------------------|
| PUBLIC AND SUPPORT SERVICES GROUP   |                      |                             |  |                            |
| ADMINISTRATION:                     |                      |                             |  |                            |
| DISASTER RECOVERY FUND              | 395                  | 77,227                      | 40,000                                 | 37,227                     |
| AGRICULTURE/WEIGHTS AND MEASURES:   |                      |                             |  |                            |
| CALIFORNIA GRAZING                  | 401                  | 137,779                     | 2,000                                  | 135,779                    |
| AIRPORTS:                           |                      |                             |  |                            |
| CHINO AIRPORT COMMERCIAL HANGARS    | 407                  | 1,532,269                   | 857,791                                | 674,478                    |
| CHINO AIRPORT INCENTIVE FUND        | 409                  | 250,000                     | -                                      | 250,000                    |
| COUNTY LIBRARY                      | 416                  | 19,563,856                  | 18,561,019                             | 1,002,837                  |
| LAND USE SERVICES:                  |                      |                             |  |                            |
| GENERAL PLAN UPDATE                 | 463                  | -                           | -                                      | -                          |



**PUBLIC AND SUPPORT SERVICES GROUP  
SUMMARY**

| <b><u>SPECIAL REVENUE FUNDS continued</u></b> | <b><u>Page #</u></b> | <b><u>Appropriation</u></b> | <b><u>Departmental<br/>Revenue</u></b> | <b><u>Fund Balance</u></b>                 |
|---|----------------------|-----------------------------|--|--|
| PUBLIC WORKS DEPARTMENT:                      |                      |                             |  |  |
| <u>SURVEYOR</u>                               |                      |                             |  |  |
| SURVEY MONUMENT PRESERVATION                  | 469                  | 245,547                     | 40,000                                 | 205,547                                    |
| <u>TRANSPORTATION</u>                         |                      |                             |  |  |
| ROAD OPERATIONS                               | 471                  | 115,263,311                 | 90,316,706                             | 24,946,605                                 |
| ETIWANDA INTERCHANGE IMPROVEMENT              | 477                  | 52,120                      | 1,000                                  | 51,120                                     |
| HIGH DESERT CORRIDOR PROJECT                  | 479                  | 1,795,418                   | 1,704,435                              | 90,983                                     |
| FACILITIES DEVELOPMENT PLANS                  | 481                  | 10,186,665                  | 1,084,323                              | 9,102,342                                  |
| MEASURE I PROGRAM                             | 483                  | 25,369,793                  | 9,157,124                              | 16,212,669                                 |
| REGIONAL DEVELOPMENT MITIGATION PLAN          | 486                  | 2,812,232                   | 1,395,285                              | 1,416,947                                  |
| REAL ESTATE SERVICES:                         |                      |                             |  |  |
| CHINO AGRICULTURAL PRESERVE                   | 509                  | 8,107,967                   | 1,333,411                              | 6,774,556                                  |
| REGIONAL PARKS:                               |                      |                             |  |  |
| COUNTY TRAIL SYSTEM                           | 517                  | 6,299,093                   | 6,745,911                              | (446,818)                                  |
| PROPOSITION 12 PROJECTS                       | 519                  | -                           | -                                      | -  |
| PROPOSITION 40 PROJECTS                       | 521                  | 2,320,003                   | 2,147,034                              | 172,969                                    |
| GLEN HELEN PAVILION                           | 523                  | 1,981,877                   | 1,285,000                              | 696,877                                    |
| PAVILION IMPROVEMENTS AT GLEN HELEN           | 525                  | 344,924                     | 34,000                                 | 310,924                                    |
| PARK MAINTENANCE/DEVELOPMENT                  | 527                  | 564,992                     | 204,687                                | 360,305                                    |
| CALICO GHOST TOWN MARKETING SERVICES          | 529                  | 581,429                     | 508,500                                | 72,929                                     |
| OFF-HIGHWAY VEHICLE LICENSE FEE               | 531                  | 873,620                     | 340,000                                | 533,620                                    |
| SPECIAL DISTRICTS:                            |                      |                             |  |  |
| FISH AND GAME COMMISSION                      | 543                  | 32,400                      | 9,150                                  | 23,250                                     |
| TOTAL SPECIAL REVENUE FUNDS                   |                      | <u>198,392,522</u>          | <u>135,767,376</u>                     | <u>62,625,146</u>                          |
| <b><u>INTERNAL SERVICES FUNDS</u></b>         | <b><u>Page #</u></b> | <b><u>Appropriation</u></b> | <b><u>Departmental<br/>Revenue</u></b> | <b><u>Revenue Over<br/>(Under) Exp</u></b> |
| FLEET MANAGEMENT SUMMARY                      |                      |                             |  |  |
| GARAGE  | 437                  |                             |  |  |
| MOTOR POOL                                    | 438                  | 14,225,859                  | 14,483,400                             | 257,541                                    |
| TOTAL INTERNAL SERVICES FUNDS                 | 441                  | <u>13,169,738</u>           | <u>14,306,500</u>                      | <u>1,136,762</u>                           |
|   |                      | <u>27,395,597</u>           | <u>28,789,900</u>                      | <u>1,394,303</u>                           |
| <b><u>ENTERPRISE FUNDS</u></b>                | <b><u>Page #</u></b> | <b><u>Appropriation</u></b> | <b><u>Departmental<br/>Revenue</u></b> | <b><u>Revenue Over<br/>(Under) Exp</u></b> |
| COUNTY MUSEUM:                                |                      |                             |  |  |
| MUSEUM STORE                                  | 427                  | 93,546                      | 100,000                                | 6,454                                      |
| PUBLIC WORKS DEPARTMENT:                      |                      |                             |  |  |
| <u>SOLID WASTE MANAGEMENT</u>                 |                      |                             |  |  |
| OPERATIONS                                    | 488                  | 77,591,716                  | 78,299,840                             | 708,124                                    |
| SITE CLOSURE AND MAINTENANCE                  | 493                  | 11,534,351                  | 11,637,276                             | 102,925                                    |
| SITE ENHANCEMENT, EXPANSION, ACQUISITION      | 495                  | 8,824,963                   | 6,047,054                              | (2,777,909)                                |
| ENVIRONMENTAL FUND                            | 497                  | 11,971,970                  | 8,523,438                              | (3,448,532)                                |
| ENVIRONMENTAL MITIGATION FUND                 | 499                  | 3,590,586                   | 3,126,288                              | (464,298)                                  |
| REGIONAL PARKS:                               |                      |                             |  |  |
| SNACK BARS                                    | 533                  | 93,392                      | 104,000                                | 10,608                                     |
| ENVIRONMENTAL SCIENCE DAY CAMP                | 535                  | 89,012                      | 89,012                                 | -  |
| TOTAL ENTERPRISE FUNDS                        |                      | <u>113,789,536</u>          | <u>107,926,908</u>                     | <u>(5,862,628)</u>                         |



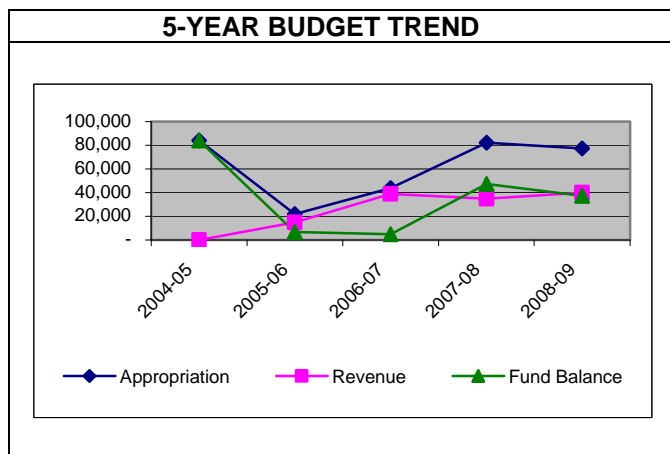
## Disaster Recovery Fund

### DESCRIPTION OF MAJOR SERVICES

The Disaster Recovery Fund was established to provide separate accountability for specific administrative and program costs related to the county's disaster recovery efforts. Prior incidents have included the Grand Prix/Old Fires in October 2003 and the Grass Valley/Slide Fires of October 2007.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

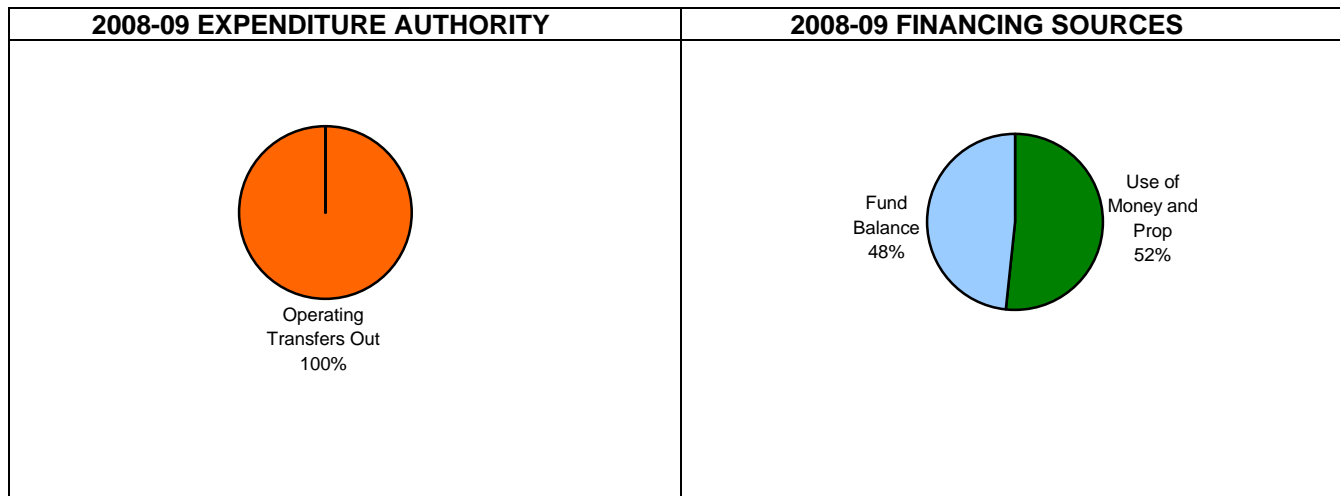


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 32,832            | 9,259             | 43,809            | 432,227                       | 425,000             |
| Departmental Revenue | (44,293)          | 44,107            | 38,996            | 385,000                       | 415,000             |
| Fund Balance         |                   |                   |                   | 47,227                        |                     |



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: PSSG - Administration  
FUND: Disaster Recovery Fund

BUDGET UNIT: SFH CAO  
FUNCTION: General  
ACTIVITY: Other General

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 4,498             | 9,259             | 7,551             | 425,000             | -                          | -                             | -  |
| Other Charges               | 28,334            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 32,832            | 9,259             | 7,551             | 425,000             | -                          | -                             | -  |
| Operating Transfers Out     | -                 | -                 | 36,258            | -                   | 82,227                     | 77,227                        | (5,000)                                      |
| Total Requirements          | 32,832            | 9,259             | 43,809            | 425,000             | 82,227                     | 77,227                        | (5,000)                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 27,455            | 42,323            | 36,247            | 40,000              | 35,000                     | 40,000                        | 5,000  |
| State, Fed or Gov't Aid     | (71,748)          | 1,027             | 2,749             | 375,000             | -                          | -                             | -  |
| Other Revenue               | -                 | 757               | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | (44,293)          | 44,107            | 38,996            | 415,000             | 35,000                     | 40,000                        | 5,000  |
| Fund Balance                |                   |                   |                   |                     | 47,227                     | 37,227                        | (10,000)                                     |

Operating transfers out of \$77,227 are budgeted to reimburse county departments for specific administrative and program costs related to the county's disaster recovery efforts.

Use of money and property revenue of \$40,000 represents interest earnings on this fund's cash balance.



# AGRICULTURE/WEIGHTS AND MEASURES

## John Gardner

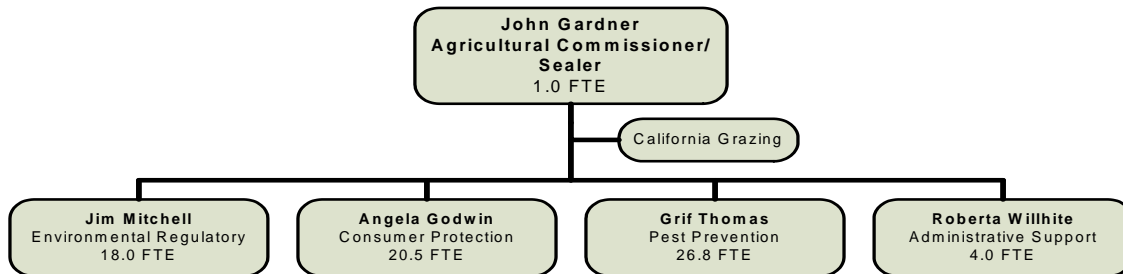
### MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers of this state and county through regulation and satisfies its customers by providing services that promote the health, safety, well being, and quality of life of its residents according to the County Charter, general laws, and the will of the customers it serves.

### STRATEGIC GOALS

1. Continue to protect the public's health and environment by preventing foreign pest infestations and misuse of pesticides.
2. Continue to protect county residents from being overcharged for purchased goods by ensuring accuracy in the measurement of commodities sold, and prices charged by retail businesses that utilize barcode scanning equipment.

### ORGANIZATIONAL CHART



### SUMMARY OF BUDGET UNITS

|                                  | 2008-09       |           |            |              |          |
|----------------------------------|---------------|-----------|------------|--------------|----------|
|                                  | Appropriation | Revenue   | Local Cost | Fund Balance | Staffing |
| <b>General Fund</b>              |               |           |            |              |          |
| Agriculture/Weights and Measures | 6,589,172     | 4,075,133 | 2,514,039  |              | 70.3     |
| Total General Fund               | 6,589,172     | 4,075,133 | 2,514,039  |              | 70.3     |
| <b>Special Revenue Fund</b>      |               |           |            |              |          |
| California Grazing               | 137,779       | 2,000     |            | 135,779      | -        |
| Total Special Revenue Fund       | 137,779       | 2,000     |            | 135,779      | -        |
| <b>Total - All Funds</b>         | 6,726,951     | 4,077,133 | 2,514,039  | 135,779      | 70.3     |

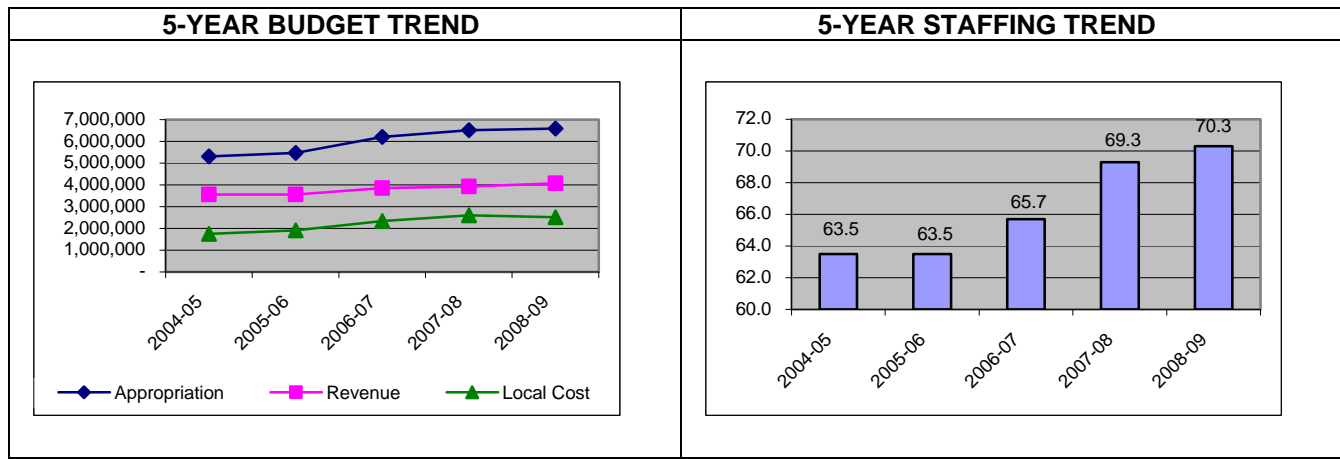
Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.



## DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include, inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and county right-of-ways and flood control channels, manufacturing rodent baits for sale to the public and other miscellaneous services provided to businesses and the general public. The department also administers the California Grazing budget which funds rangeland improvements on federal land within the county.

## BUDGET HISTORY



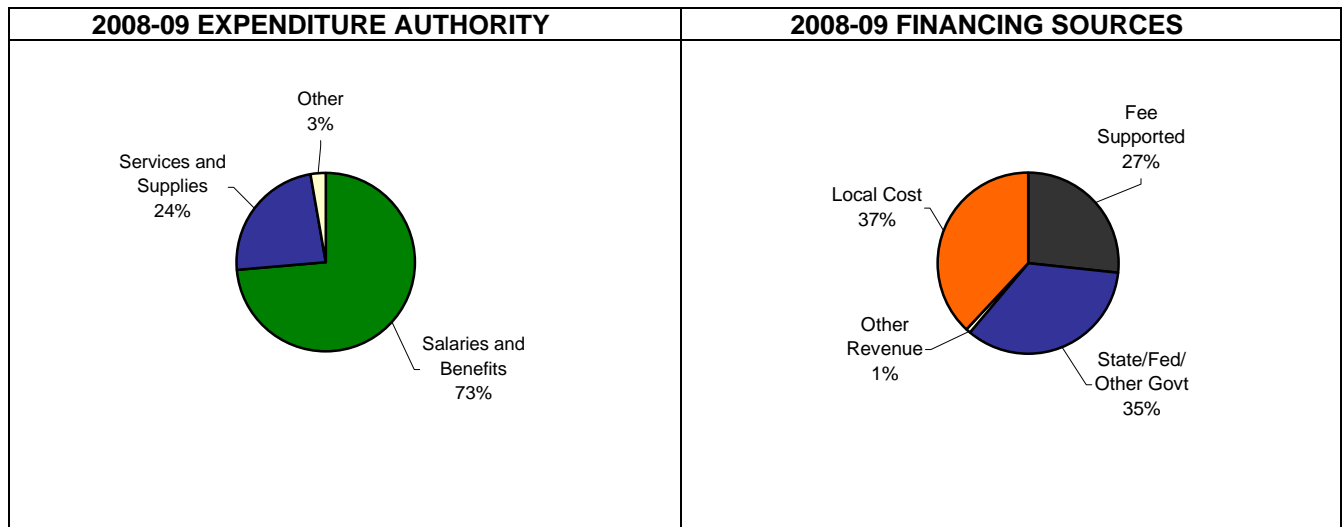
## PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 4,839,605         | 5,396,168         | 5,875,747         | 6,517,685                     | 6,036,685           |
| Departmental Revenue | 3,273,639         | 3,732,827         | 3,848,035         | 3,921,170                     | 3,842,981           |
| Local Cost           | 1,565,966         | 1,663,341         | 2,027,712         | 2,596,515                     | 2,193,704           |
| Budgeted Staffing    |                   |                   |                   | 69.3                          |                     |

In 2007-08, estimated appropriation is projected to be \$481,000 less than the modified budget. This is primarily due to salaries and benefits savings (\$113,866) from vacant positions, services and supplies savings (\$333,877), and other savings mainly due to a decrease in herbicide purchases, general office expense, non-inventoriable equipment, and special department expense.

In 2007-08, departmental revenue is projected to be under-realized by approximately \$78,000 relative to the modified budget. This is primarily due to less collection of current service revenues (\$214,000) as a result of decreased weed control work, certification and reinspection services; and increases in revenue from licenses and permits and state, federal or government aid (\$135,000).

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Agriculture/Weights and Measures  
 FUND: General

BUDGET UNIT: AAA AWM  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Inspection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 3,731,358         | 4,237,599         | 4,567,126         | 4,723,183           | 4,837,049                  | 4,849,242                     | 12,193                                       |
| Services and Supplies       | 989,575           | 1,032,247         | 1,118,068         | 1,164,439           | 1,498,316                  | 1,503,729                     | 5,413  |
| Central Computer            | 17,101            | 22,686            | 27,100            | 30,296              | 30,296                     | 32,480                        | 2,184  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 26,000                        | 26,000                                       |
| Other Charges               | 3,266             | 1,683             | 401               | 316                 | 3,140                      | 3,140                         | -  |
| Equipment                   | -                 | -                 | 14,737            | -                   | 7,000                      | 30,000                        | 23,000                                       |
| Vehicles                    | -                 | -                 | 44,936            | -                   | -                          | -                             | -  |
| L/P Struct/Equip/Vehicle:   | 28,184            | 27,145            | 20,565            | 2,419               | 29,682                     | 29,682                        | -  |
| Transfers                   | 70,121            | 74,808            | 82,814            | 116,032             | 112,202                    | 114,899                       | 2,697  |
| Total Appropriation         | 4,839,605         | 5,396,168         | 5,875,747         | 6,036,685           | 6,517,685                  | 6,589,172                     | 71,487                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Licenses and Permits        | 573,858           | 605,798           | 740,855           | 747,300             | 709,900                    | 738,800                       | 28,900                                       |
| Fines and Forfeitures       | 45,481            | 79,826            | 157,559           | 124,000             | 100,000                    | 120,000                       | 20,000                                       |
| Use Of Money and Prop       | 2,974             | 882               | 1,096             | 1,670               | 1,200                      | 1,200                         | -  |
| State, Fed or Gov't Aid     | 1,880,909         | 2,184,024         | 2,107,754         | 2,252,955           | 2,155,520                  | 2,274,083                     | 118,563                                      |
| Current Services            | 705,165           | 791,872           | 768,472           | 684,050             | 898,050                    | 899,050                       | 1,000  |
| Other Revenue               | 65,252            | 67,525            | 72,299            | 33,006              | 56,500                     | 42,000                        | (14,500)                                     |
| Other Financing Sources     | -                 | 2,900             | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 3,273,639         | 3,732,827         | 3,848,035         | 3,842,981           | 3,921,170                  | 4,075,133                     | 153,963                                      |
| Local Cost                  | 1,565,966         | 1,663,341         | 2,027,712         | 2,193,704           | 2,596,515                  | 2,514,039                     | (82,476)                                     |
| Budgeted Staffing           |                   |                   |                   |                     | 69.3                       | 70.3                          | 1.0  |

Salaries and benefits of \$4,849,242 fund 70.3 budgeted positions, an increase of \$12,193 and 1.0 budgeted position. The salary and benefit appropriation net increase of \$12,193 is based on overall reductions of \$81,165 in benefit plan costs, retirement, and worker's compensation charges; and increases of \$40,465 from the 1.0 additional budgeted position, and \$52,893 in salary step adjustments. Budgeted staffing adjustments are as follows:

- Added 1.0 Office Assistant II position (\$40,465) to provide full time assistance to the Ontario district office. This new position will be available to provide clerical support services for district staff and provide better customer service to the public by allowing the office to be open during regular business hours. The office is currently open to the public on a limited basis; 7:00 – 8:30 a.m. and 4:30 – 5:30 p.m. when inspection staff are in the office.



Services and supplies of \$1,503,729 include herbicide purchases, vehicle and maintenance charges, routine small equipment purchases, communications, and general operating expenses. The increase of \$5,413 is due to minor adjustments in operating expenses. Travel and educational expenses have been removed from services and supplies and are budgeted in the new appropriation unit (Travel).

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$26,000 reflects anticipated travel costs for State Association conference provisions (\$4,500), staff training (\$5,100), and mileage/meals/lodging primarily for field staff performing inspection services (\$16,400). These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Equipment and lease purchases of \$59,682 collectively funds the second year of lease-purchase payments for a weed control spray truck (\$29,682) and the purchase of two new high-volume liquid test measure units to be used in performing weights and measures inspections at gasoline stations (\$30,000), for an overall increase of \$23,000.

Transfers of \$114,899 reimburse the cost of the employee health and wellness program (\$15,969), rent for two office locations (\$72,730) and custodial/maintenance charges (\$26,200). The increase of \$2,697 is due to changes in rent.

Departmental revenue totaling \$4,075,133 is derived from a variety of services, permits, contracts and mandates. Major sources of revenue are: device registration fees (\$500,000), scanner registration fees (\$120,000), packer registration (\$94,000), state funded pest detection services (\$1,079,845), unclaimed gas tax (\$600,000), pesticide mill fee (\$290,000), weed control services (\$771,000), and weights/measures and pesticide violations (\$120,000). The overall increase of \$153,963 is primarily due to an increase in state aid resulting from additional unclaimed gas tax (\$70,000), an increase in the data entry contract with the State Department of Pesticide Regulation (\$21,000), and an increase in device and packer registration fees (\$23,000).

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage of terminals inspected on a daily basis. (# of terminals)   | N/A               | N/A                  | N/A                  | 100%<br>(10)         |
| The average number of trap placements per month.   | 5,764             | 4,850                | 5,500                | 6,100                |
| The average number of trap servicing conducted each month.   | 12,128            | 12,440               | 13,500               | 14,000               |
| Percentage increase of inspections for pesticide applications that are performed by a variety of companies on multiple occasions. (532 inspections in 2007-08) | N/A               | N/A                  | N/A                  | 3%<br>(548)          |
| Percentage of all registered businesses inspected.   | 99%               | 100%                 | 100%<br>(3,600)      | 100%<br>(3,650)      |
| Percentage of businesses with pricing errors exceeding 5% offered consultation service. (2008-09 baseline is 0)  | N/A               | N/A                  | N/A                  | 100%                 |



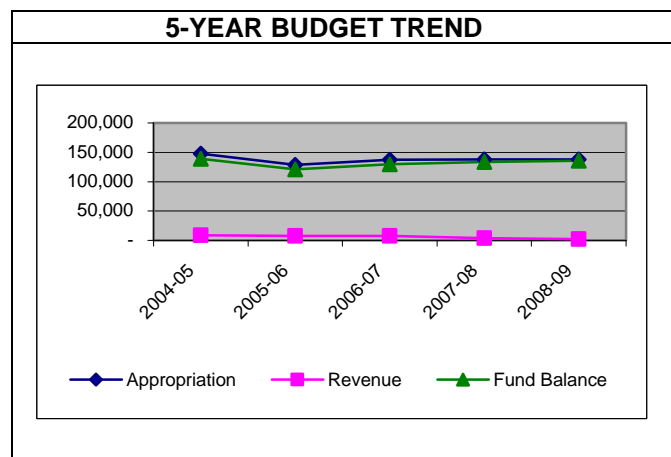
## California Grazing

### DESCRIPTION OF MAJOR SERVICES

The California Grazing budgets funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities recommended by the county's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five Bureau of Land Management (BLM) lessees and one wildlife representative, and are appointed by the Board of Supervisors. RIAC recommends to the Board of Supervisors various grazing improvement projects for funding. The BLM, the federal agency responsible for leasing the grazing allotments to the ranchers, reviews the environmental impact of projects. Funding for these projects comes from fees paid to the federal government for grazing rights by ranchers under the provisions of the federal Taylor Grazing Act of 1934. A portion of the grazing fees is distributed back to the county to fund improvements on federal lands. The county acts in a trustee capacity for these funds.

There is no staffing associated with this budget unit.

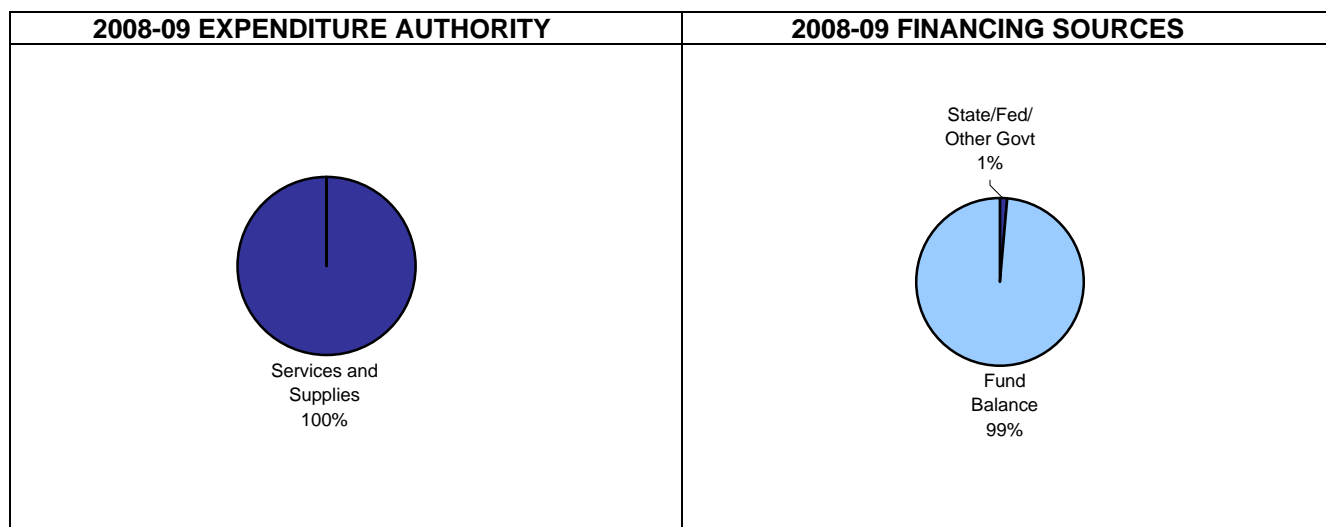
### BUDGET HISTORY



### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 25,964            | -                 | -                 | 137,685                       | -                   |
| Departmental Revenue | 8,165             | 8,623             | 3,969             | 3,900                         | 1,994               |
| Fund Balance         |                   |                   |                   | 133,785                       |                     |

There are no anticipated expenditures in 2007-08, and expenditures in general are substantially less than the amount budgeted because the entire unreserved fund balance must be appropriated each year in accordance with Section 29009 of the State Government Code. Decreased grazing activity and a reduction in the areas leased has resulted in less grazing-right fee revenues and less demand for grazing improvements (which are funded by fees paid by the ranchers).

**ANALYSIS OF PROPOSED BUDGET**

GROUP: Public and Support Services  
 DEPARTMENT: Agriculture, Weights and Measures  
 FUND: California Grazing

BUDGET UNIT: SCD ARE  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Inspection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 25,964            | -                 | -                 | -                   | 137,685                    | 137,779                       | 94   |
| Total Appropriation         | 25,964            | -                 | -                 | -                   | 137,685                    | 137,779                       | 94   |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| State, Fed or Gov't Aid     | 8,165             | 8,623             | 3,969             | 1,994               | 3,900                      | 2,000                         | (1,900)                                      |
| Total Revenue               | 8,165             | 8,623             | 3,969             | 1,994               | 3,900                      | 2,000                         | (1,900)                                      |
| Fund Balance                |                   |                   |                   |                     | 133,785                    | 135,779                       | 1,994  |

The 2008-09 budget contains an increase in services and supplies based on the unreserved fund balance available, which is appropriated in its entirety in accordance with Section 29009 of the State Government Code.



## AIRPORTS

### Mike N. Williams

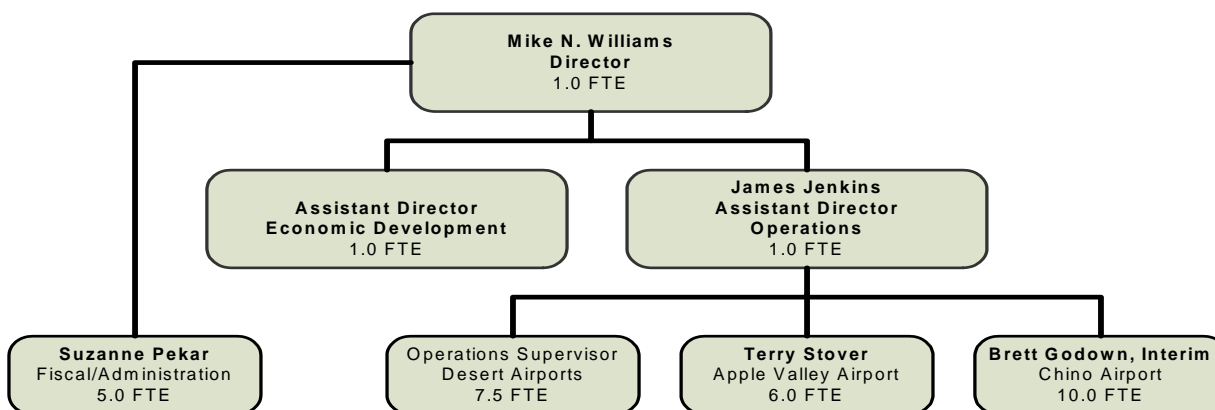
#### MISSION STATEMENT

The mission of San Bernardino County Department of Airports is to plan, organize and direct the county's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the county.

#### STRATEGIC GOALS

1. Improve Administration of Leasing Activity.
2. Improve Coordination and Management of Airport Capital Improvement Program.
3. Improve Airport Infrastructure.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

|                                  | 2008-09       |           |            |              |          |
|----------------------------------|---------------|-----------|------------|--------------|----------|
|                                  | Appropriation | Revenue   | Local Cost | Fund Balance | Staffing |
| <b>General Fund</b>              |               |           |            |              |          |
| Airports                         | 2,826,889     | 2,826,889 | -          |              | 31.5     |
| Total General Fund               | 2,826,889     | 2,826,889 | -          |              | 31.5     |
| <b>Special Revenue Fund</b>      |               |           |            |              |          |
| Chino Airport Commercial Hangars | 1,532,269     | 857,791   |            | 674,478      | -        |
| Chino Airport Incentive Funds    | 250,000       | -         |            | 250,000      | -        |
| Total Special Revenue Fund       | 1,782,269     | 857,791   |            | 924,478      | -        |
| <b>Total - All Funds</b>         | 4,609,158     | 3,684,680 | -          | 924,478      | 31.5     |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.

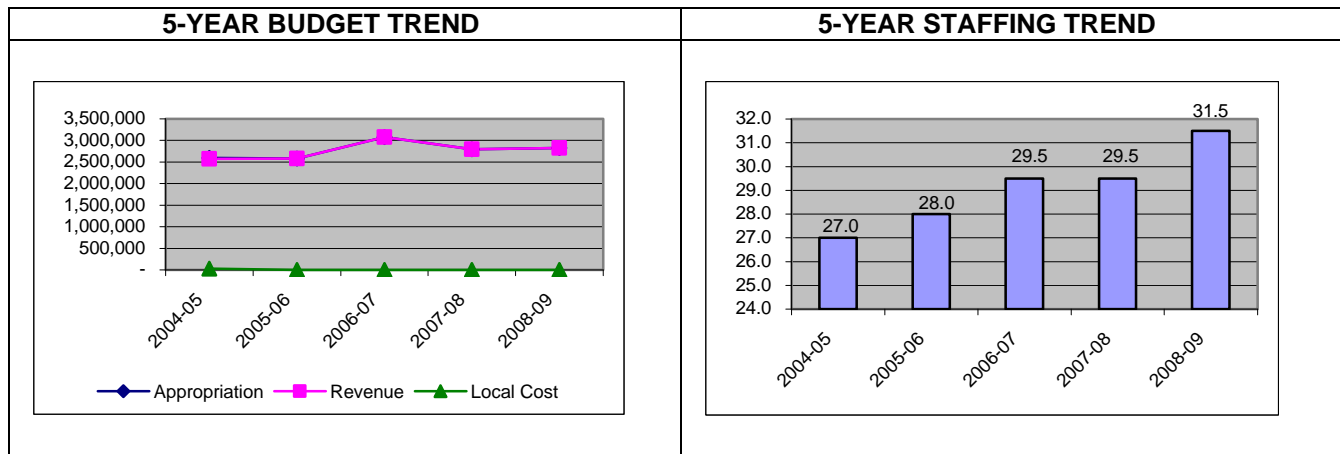


## DESCRIPTION OF MAJOR SERVICES

The Department of Airports provides for the management, maintenance, and operation of six airports. The department assures that county airports are maintained and operated in compliance with state and federal regulations. The department also assists the county's private and municipal airport operators in planning, interpreting, and implementing Federal Aviation Administration (FAA) general aviation requirements.

The county's six airports are as follows: Chino Airport, a FAA designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 800 based aircraft; Apple Valley Airport, a county service area (CSA-60) with a significant sport aviation base; Barstow-Daggett Airport, an airport with significant military activity and home to the Fort Irwin Helicopter Maintenance Base; Twentynine Palms Airport, a center for soaring activity in addition to serving the community as a general aviation airport; Needles Airport, a critical transportation link and key point for medical and law enforcement activity along the Colorado River; and Baker Airport, a small facility on land leased from the Bureau of Land Management that serves as an emergency landing field between Barstow and Las Vegas.

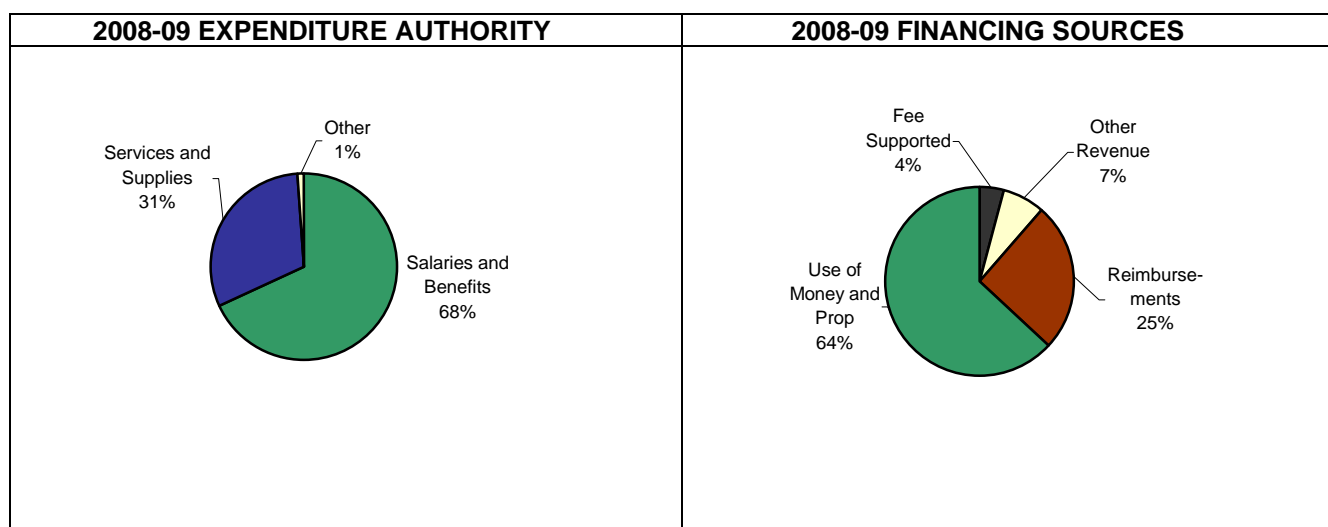
## BUDGET HISTORY



## PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 2,598,928         | 2,582,322         | 3,080,550         | 2,798,296                     | 2,850,160           |
| Departmental Revenue | 2,570,016         | 2,582,322         | 3,080,550         | 2,798,296                     | 2,850,160           |
| Local Cost           | 28,912            | -                 | -                 | -                             | -                   |
| Budgeted Staffing    |                   |                   |                   | 29.5                          |                     |

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Airports  
 FUND: General Fund

BUDGET UNIT: AAA APT  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Transportation Terminals

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,542,263         | 1,880,074         | 2,121,334         | 2,349,520           | 2,349,520                  | 2,586,565                     | 237,045                                      |
| Services and Supplies       | 1,200,030         | 885,652           | 1,158,666         | 1,032,288           | 1,093,559                  | 1,118,918                     | 25,359                                       |
| Central Computer            | 9,834             | 12,083            | 16,452            | 18,217              | 18,217                     | 33,040                        | 14,823                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 23,304                        | 23,304                                       |
| Other Charges               | 46,990            | 44,727            | 42,464            | 40,200              | 40,532                     | 10,652                        | (29,880)                                     |
| Equipment                   | -                 | 34,852            | 26,257            | -                   | -                          | -                             | -  |
| Transfers                   | 21,835            | 33,115            | 20,921            | 43,390              | 21,166                     | 34,714                        | 13,548                                       |
| Total Exp Authority         | 2,820,952         | 2,890,503         | 3,386,094         | 3,483,615           | 3,522,994                  | 3,807,193                     | 284,199                                      |
| Reimbursements              | (633,149)         | (487,367)         | (675,488)         | (724,698)           | (724,698)                  | (980,304)                     | (255,606)                                    |
| Total Appropriation         | 2,187,803         | 2,403,136         | 2,710,606         | 2,758,917           | 2,798,296                  | 2,826,889                     | 28,593                                       |
| Operating Transfers Out     | 411,125           | 179,186           | 369,944           | 91,243              | -                          | -                             | -  |
| Total Requirements          | 2,598,928         | 2,582,322         | 3,080,550         | 2,850,160           | 2,798,296                  | 2,826,889                     | 28,593                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 2,389,210         | 2,365,719         | 2,747,923         | 2,540,642           | 2,520,772                  | 2,433,139                     | (87,633)                                     |
| State, Fed or Gov't Aid     | 40,094            | 41,949            | 41,085            | 40,000              | 40,000                     | 40,000                        | -  |
| Current Services            | 31,911            | 112,405           | 332,680           | 150,368             | 176,524                    | 163,250                       | (13,274)                                     |
| Other Revenue               | 105,801           | 59,904            | (41,138)          | 69,150              | 61,000                     | 70,500                        | 9,500  |
| Other Financing Sources     | 3,000             | 2,345             | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 2,570,016         | 2,582,322         | 3,080,550         | 2,800,160           | 2,798,296                  | 2,706,889                     | (91,407)                                     |
| Operating Transfers In      | -                 | -                 | -                 | 50,000              | -                          | 120,000                       | 120,000                                      |
| Total Financing Sources     | 2,570,016         | 2,582,322         | 3,080,550         | 2,850,160           | 2,798,296                  | 2,826,889                     | 28,593                                       |
| Local Cost                  | 28,912            | -                 | -                 | -                   | -                          | -                             | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 29.5                       | 31.5                          | 2.0  |

Salaries and benefits of \$2,586,565 fund 31.5 budgeted positions. The 2008-09 budget is increasing by \$237,045 primarily due to the addition of the following two positions:

- 1.0 Assistant Director of Airports, approved by the Board of Supervisors in November 2007, which is responsible for planning and coordinating the department's economic development activities.
- 1.0 Airport Maintenance Worker I to assist staffing with workload demands at Chino Airport.

The department is also proposing the reclassification of a Fiscal Assistant to Fiscal Specialist and a Secretary I to Secretary II.



Services and supplies of \$1,118,918 reflect the cost of operating the county airports, including expenses for insurance and maintenance.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$23,304 reflects anticipated travel costs. Of this amount, \$12,000 is related to the performance of work duties. The balance of approximately \$11,000 is for staff to attend conferences and training. These costs were based on departmental analysis of past travel related expenses budgeted in the services and supplies appropriation unit.

Other charges of \$10,652 represent repayment of two state aviation loans. A third loan was repaid in full during 2007-08, thus reflecting a decrease of \$29,880 from prior year.

Transfers of \$34,714 finance Human Resources, computer services, payroll, and EH&P charges. Additional charges for County Counsel and surveying services represent the \$13,548 increase for 2008-09.

Reimbursements of \$980,304 represent the amount of salaries and benefits costs associated with CSA 60, Apple Valley Airport (\$609,004) and the Chino Airport Commercial Hangars (\$371,300). The \$255,606 increase is mainly due to the increase of 2.0 budgeted positions as identified above.

Use of money and property revenue of \$2,433,139 represents revenue from the lease and rental of airport facilities. The \$87,633 decrease reflects the loss of three airport tenants during 2007-08.

State revenue of \$40,000 is an annual stipend from the State of California to assist the department with operating costs at the airports.

Current services revenue of \$163,250 represent revenues from fuel flowage. The \$13,274 decrease projected for 2008-09 is based on an anticipated reduction in fuel sales due to increased fuel prices.

Other revenue of \$70,500 mainly represent reimbursements from the U.S. Army for maintaining their portion of the Waste Water Treatment plant at the Barstow-Daggett Airport.

Operating transfers in of \$120,000 are monies being transferred from the department's Chino Airport Commercial Hangar budget unit to help finance the cost of operating and maintaining the county airports.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage of lease renewals not executed prior to lease expiration.  | 3%                | 0%                   | 0%                   | 0%                   |
| Percentage of revenue producing land compared to land available for revenue production at Chino Airport.        | 39%               | 41%                  | 41%                  | 45%                  |
| Percentage of revenue producing land compared to land available for revenue production at Apple Valley Airport. | 36%               | 42%                  | 36%                  | 42%                  |
| Average length of time to complete airport capital improvement projects (in months).                            | 16                | 18                   | 18                   | 16                   |
| Percentage of pavement rehabilitation completed (total square footage of pavement is 15.7 million).             | N/A               | N/A                  | N/A                  | 15%                  |

The 2007-08 estimated percent of revenue producing land at Apple Valley Airport is less than the target because construction of the Phase II Hangar Project, which was originally expected to be completed by June 2007, will now be finished in March 2008. Construction of the Phase III hangars is anticipated to commence shortly thereafter.

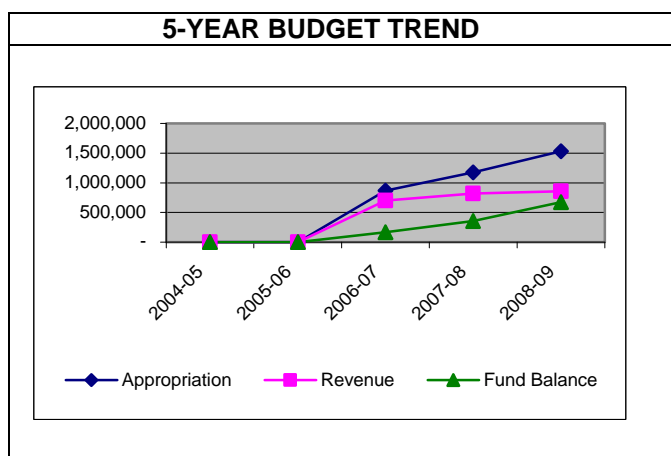
## Chino Airport Commercial Hangars

### DESCRIPTION OF MAJOR SERVICES

The Department of Airports manages, maintains, and operates the Chino Airport Commercial Hangar complex. The Commercial Hangars were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, appropriation is budgeted annually for insurance costs. Appropriations for this budget unit are financed from rental revenues and available fund balance.

There is no staffing associated with this budget unit. However, this budget unit finances some staffing in the Airport's general fund budget unit.

### BUDGET HISTORY

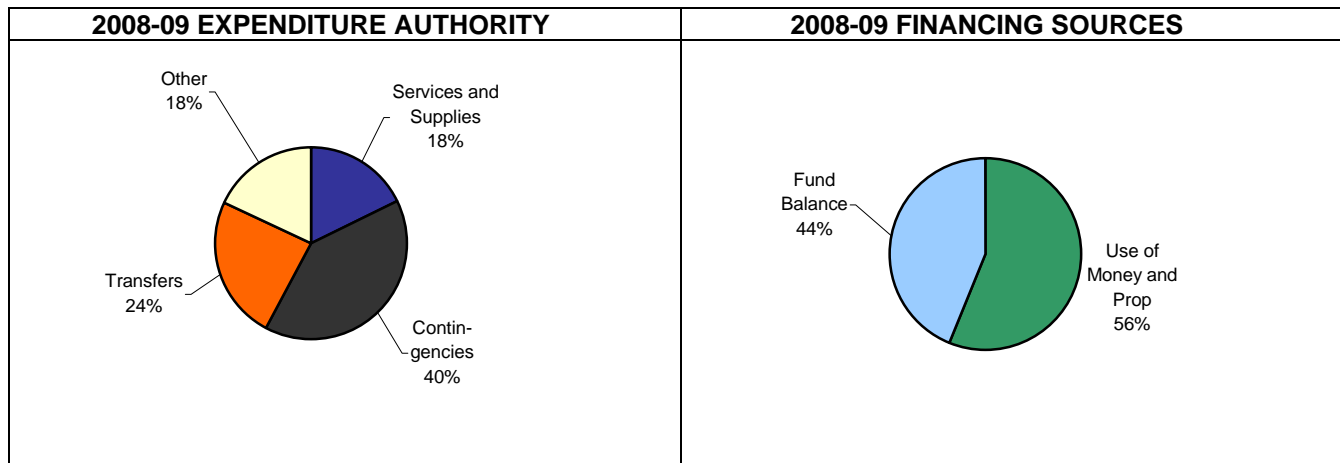


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 164,314           | 211,287           | 454,965           | 1,177,245                     | 581,034             |
| Departmental Revenue | 396,863           | 129,341           | 644,677           | 821,347                       | 899,614             |
| Fund Balance         |                   |                   |                   | 355,898                       |                     |

Expenditures for 2007-2008 are estimated to be approximately \$596,000 less than budget primarily due to unspent contingencies and vehicle appropriation.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Airports  
 FUND: Chino Airport Comercial Hangars

BUDGET UNIT: RCI APT  
 FUNCTION: Public Way and Facilities  
 ACTIVITY: Transportation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 42,251            | 211,287           | 188,688           | 233,713             | 347,151                    | 273,757                       | (73,394)                                     |
| Land and Improvements       | -                 | -                 | 99,945            | 100,000             | 150,000                    | 50,000                        | (100,000)                                    |
| Equipment                   | -                 | -                 | 13,085            | 125,000             | 125,000                    | 175,000                       | 50,000                                       |
| Vehicles                    | -                 | -                 | 49,022            | -                   | 150,000                    | 50,000                        | (100,000)                                    |
| Transfers                   | 122,063           | -                 | 104,225           | 122,321             | 122,321                    | 371,300                       | 248,979                                      |
| Contingencies               | -                 | -                 | -                 | -                   | 282,773                    | 612,212                       | 329,439                                      |
| Total Appropriation         | 164,314           | 211,287           | 454,965           | 581,034             | 1,177,245                  | 1,532,269                     | 355,024                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 396,863           | 129,341           | 644,677           | 899,614             | 821,347                    | 857,791                       | 36,444                                       |
| Total Revenue               | 396,863           | 129,341           | 644,677           | 899,614             | 821,347                    | 857,791                       | 36,444                                       |
| Fund Balance                |                   |                   |                   |                     | 355,898                    | 674,478                       | 318,580                                      |

Services and supplies of \$273,757 include maintenance and insurance costs. The \$73,394 decrease reflects a reduction in the amount budgeted for maintenance of the hangar facility.

Land and improvements of \$50,000 are budgeted for new pavement at the Chino Airport Commercial Hangar complex.

Equipment of \$175,000 consists of a Crack Sealer (\$75,000), trailer jet (\$25,000), and extension of security cameras installed around the perimeter of the Commercial Hangars (\$75,000).

Vehicles are budgeted at \$50,000 for a 1 ton truck with utility bed for increased maintenance activities.

Transfers of \$371,300 consist of labor reimbursement to the Airports' general fund budget unit. The increase of \$248,979 is primarily due to financing additional staffing of 1.0 Assistant Airport Director and 1.0 Airport Maintenance Worker I.

Contingencies of \$612,212 are being held in the event of unforeseen expenses. This amount represents a \$329,439 increase from the previous fiscal year based primarily on additional fund balance available.

Use of money and property revenue consists of lease revenues. The \$857,791 budgeted for 2008-09 represents a \$36,444 increase due largely to CPI adjustments on existing leases and additional interest earned on cash balances.





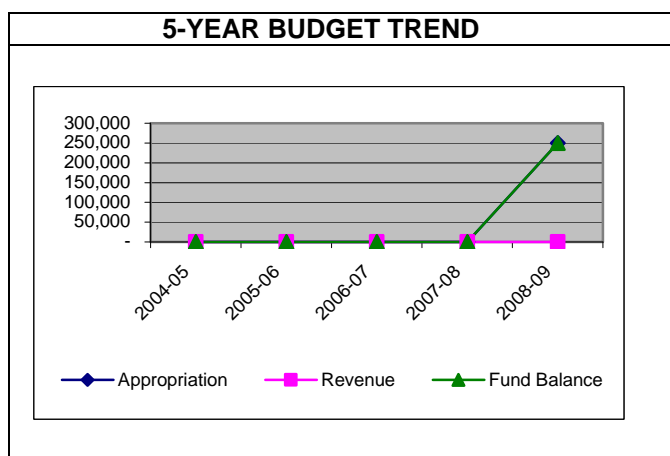
## Chino Airport Incentive Fund

### DESCRIPTION OF MAJOR SERVICES

The Chino Airport Incentive Fund was established in 2007-08 to provide separate accountability for all costs and revenues related to the goal of attracting and retaining businesses at Chino Airport.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



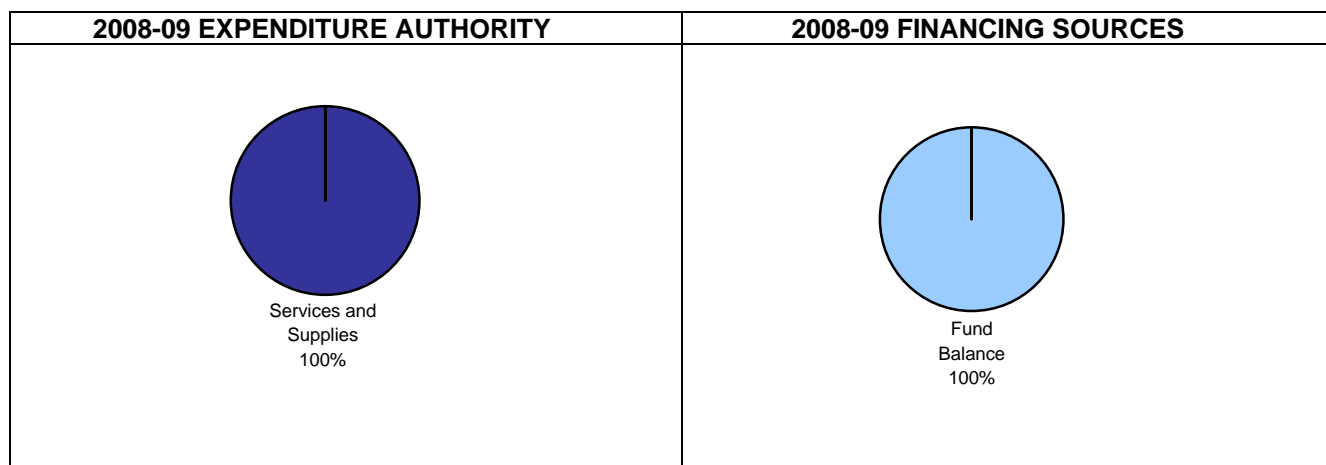
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | -                 | -                 | -                 | 1,000,000                     | 750,000             |
| Departmental Revenue | -                 | -                 | -                 | 1,000,000                     | 1,000,000           |
| Fund Balance         |                   |                   |                   | -                             |                     |

On November 6, 2007, the Board of Supervisors approved a \$1,000,000 operating transfer from the county general fund to facilitate economic development at Chino Airport. It is expected that by the end of 2007-08, \$750,000 of these funds will have been spent for this purpose.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Airports  
FUND: Chino Airport Incentive Fund

BUDGET UNIT: RCO APT  
FUNCTION: Public Way and Facilities  
ACTIVITY: Transportation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | -                 | -                 | -                 | 750,000             | -                          | 250,000                       | 250,000                                      |
| Total Appropriation         | -                 | -                 | -                 | 750,000             | -                          | 250,000                       | 250,000                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Operating Transfers In      | -                 | -                 | -                 | 1,000,000           | -                          | -                             | -  |
| Total Financing Sources     | -                 | -                 | -                 | 1,000,000           | -                          | -                             | -  |
| Fund Balance                |                   |                   |                   |                     | -                          | 250,000                       | 250,000                                      |

Services and supplies of \$250,000 are budgeted in 2008-09 for costs related to economic development activities at Chino Airport.



## ARCHITECTURE AND ENGINEERING

### Carl R. Alban

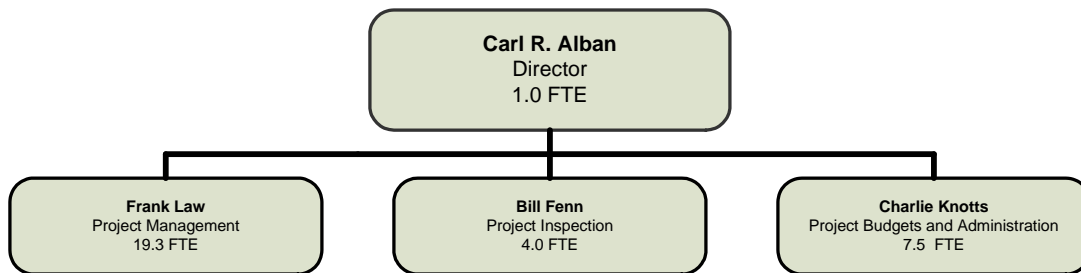
#### MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the county's annual Capital Improvement Program (CIP) and providing quality improvements to ensure accessible and safe environments for county departments and the public they serve.

#### STRATEGIC GOALS

1. Improve the quality and cost-effectiveness of design and construction management services.
2. Decrease the average time required for completion of Capital Improvement Program and other construction projects.

#### ORGANIZATIONAL CHART

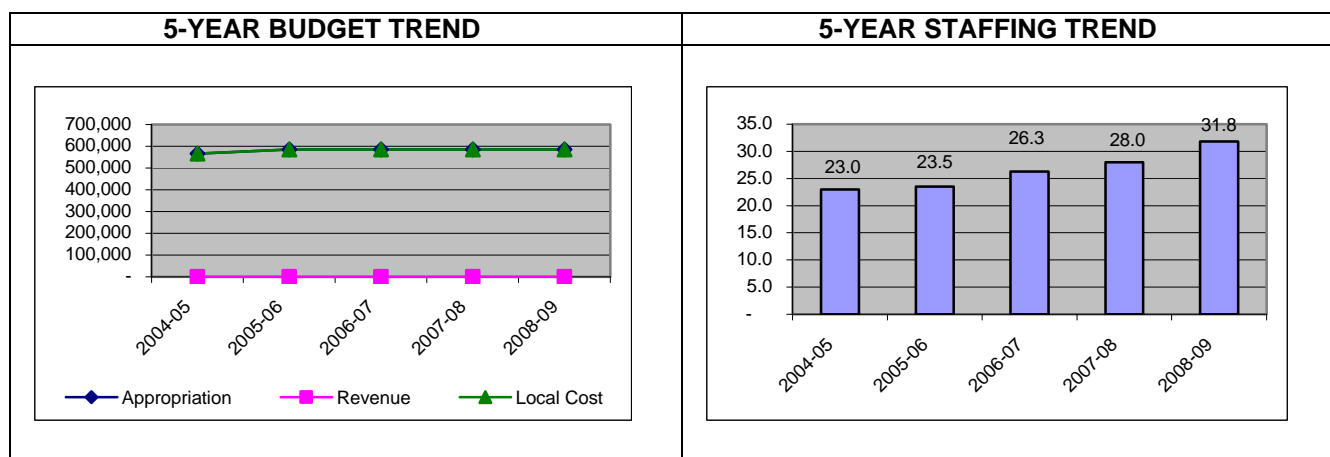


## DESCRIPTION OF MAJOR SERVICES

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the quality design and construction of projects included in the county's Capital Improvement Program; as well as other Regional Parks, Airports, and Community Development and Housing Department projects. The department collaborates with other county agencies, the County Administrative Office, and the Board of Supervisors to develop project scope, schedule, and budget. A&E then administers these projects from conceptual design through construction to completion. Staff issues requests for proposals to secure consultant services; prepares the bid package; solicits competitive construction bids; obtains the appropriate jurisdictional approvals; and provides inspection and construction management services through project completion and closeout.

A&E strives to be a competitive public service organization dedicated to delivering successful projects and quality services for San Bernardino County in a timely and cost effective manner. A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to provide quality improvements for the benefit of county departments and the public they serve.

## BUDGET HISTORY

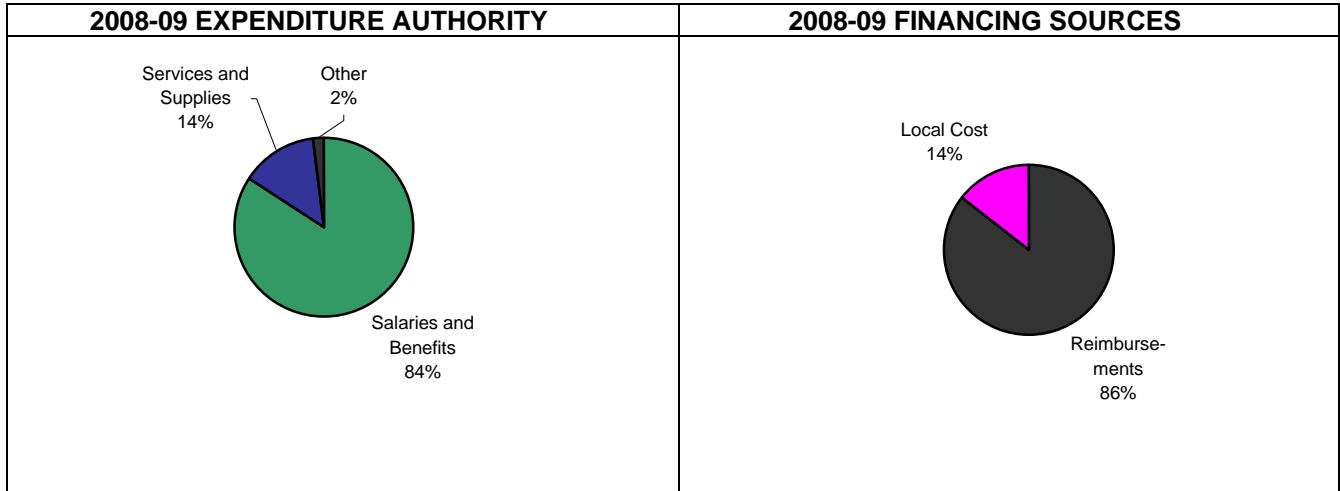


## PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 569,016           | 606,177           | 402,424           | 585,320                       | 478,047             |
| Departmental Revenue | 11,143            | 300               | -                 | -                             | -                   |
| Local Cost           | 557,873           | 605,877           | 402,424           | 585,320                       | 478,047             |
| Budgeted Staffing    |                   |                   |                   | 28.0                          |                     |

Estimated appropriation for 2007-08 is less than modified budget as a result of keeping three positions vacant pending the completion of an organizational study performed by Human Resources (HR). Temporary help and Public Service Employees were utilized to meet the department's workload.

# ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Architecture and Engineering  
FUND: General

BUDGET UNIT: AAA ANE  
FUNCTION: General  
ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,946,934         | 2,274,515         | 2,494,206         | 2,804,491           | 2,932,742                  | 3,398,777                     | 466,035                                      |
| Services and Supplies       | 173,691           | 160,381           | 551,782           | 416,332             | 416,930                    | 519,862                       | 102,932                                      |
| Central Computer            | 18,776            | 22,139            | 27,495            | 31,200              | 31,200                     | 36,681                        | 5,481  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 10,000                        | 10,000                                       |
| Equipment                   | -                 | -                 | 18,206            | -                   | 12,500                     | -                             | (12,500)                                     |
| Vehicles                    | -                 | -                 | 39,301            | 44,914              | 45,000                     | 25,000                        | (20,000)                                     |
| Transfers                   | 13,098            | 23,370            | 27,006            | 31,781              | 31,781                     | 50,105                        | 18,324                                       |
| Total Exp Authority         | 2,152,499         | 2,480,405         | 3,157,996         | 3,328,718           | 3,470,153                  | 4,040,425                     | 570,272                                      |
| Reimbursements              | (1,583,483)       | (1,874,228)       | (2,755,572)       | (2,850,671)         | (2,884,833)                | (3,455,105)                   | (570,272)                                    |
| Total Appropriation         | 569,016           | 606,177           | 402,424           | 478,047             | 585,320                    | 585,320                       | -  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Other Revenue               | 11,143            | 300               | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 11,143            | 300               | -                 | -                   | -                          | -                             | -  |
| Local Cost                  | 557,873           | 605,877           | 402,424           | 478,047             | 585,320                    | 585,320                       | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 28.0                       | 31.8                          | 3.8  |

Salaries and benefits of \$3,398,777 fund 31.8 budgeted positions, which is an increase of \$466,035 and 3.8 budgeted staffing. Cost adjustments reflect various staffing changes and decreased workers' compensation charges. The department requested two reclassifications and the addition of an Office Specialist in 2007-08 which were put on hold as the department requested assistance from HR to do an organizational study. The following changes reflect HR's recommendations.

Budgeted staffing adjustments are requested as follows:

- Addition of a 0.8 Supervising Project Manager (pay range 71) to help with the span of control of the Assistant Director to help mentor, develop, and supervise entry level Project Managers.
- Addition of a 0.7 Staff Analyst II (pay range 56) to assist with all phases of the Board Agenda item process, including drafting of the agenda items, contracts, and amendments.

- Dual fill the Assistant Director position for 3 months which equates to 0.3 FTE. The Assistant Director is retiring in March, 2009 after 35 years. Dual filling this management position is necessary to assure a smooth transition for project management.
- Deletion of a 1.0 Office Specialist (pay range 35). This position was requested in 2007-08 and is not necessary as a result of the above recommendations.
- Two reclassifications:
  - Engineering Technician (pay range 34) to Office Assistant III (pay range 31) to ensure project files are maintained accurately and timely.
  - Secretary I (pay range 35) to Office Specialist (pay range 35) to better align the classification with the actual duties of the position, which includes document retrieval, filing, and management of the new Document Management System.
- The department is also budgeting for a 1.0 Public Service Employee to perform the duties of an accounting technician who is currently in extended leave.
- The Board of Supervisors approved a 1.0 Contract Management position on December 18, 2007 (Item No. 23), to be the on-site manager through the construction of the Arrowhead Regional Medical Center (ARMC) 6<sup>th</sup> Floor Remodel project.
- Finally, the department will request approval for a Contract Inspector of Record position to provide continuous inspection services during the construction of the ARMC 6<sup>th</sup> Floor Remodel project.

Services and supplies of \$519,862 primarily include non-inventoriable equipment, contract services, charges for telephone and vehicles services, and systems development charges. The increase of \$102,932 is to continue and finish the work started on a number of major system enhancements. These enhancements are designed to provide more timely and accurate information on the financial status of projects underway and completed and to enhance the information available to the Project Managers on-line to improve the efficiency of managing the projects assigned to each of them.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$10,000 reflects anticipated travel costs in the areas of private mileage, air travel, hotel, car rental and conference fees for this budget unit. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

The equipment budget has been reduced by \$12,500 as no fixed asset purchases are anticipated in 2008-09.

The vehicle budget of \$25,000 represents the department's request to purchase one hybrid vehicle in 2008-09.

Transfers of \$50,105 represent payments to other departments for EH&P, Human Resources support, information technology support, and Office Depot purchases made through the Purchasing Department which were previously budgeted in services and supplies.

All the budget adjustments detailed above, totaling \$570,272, are fully offset by increased reimbursements from customers for project management services.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Projects with administration costs less than 10% of the total project budget for projects over \$25,000 and less than \$500,000. | 70%               | 95%                  | 75%                  | 80%                  |
| Projects with administrative costs less than 5% of the total project budget for projects over \$500,000.                         | 76%               | 95%                  | 80%                  | 85%                  |
| Percent of projects completed within two years of the project approval.  | 75%               | 75%                  | 70%                  | 75%                  |



The initial targets for performance measures one and two above were developed intuitively, and not supported with historical data. Clearly the actual metrics that were developed from completed projects for 2006-07 indicate that our projections were optimistic. On the other hand, the department believes that the project financial tracking system that is being developed in conjunction with the Information Services Department will provide more timely financial data that will improve the project managers ability to effectively control project administrative costs. In addition, the ongoing departmental reorganization studies are specifically targeted to improve the efficiency of the project managers and enable them to manage a greater number of projects and thereby reduce administrative costs.

For performance measure number three, the department focused on completing the 2005-06 projects within the two year milestone, but also worked to reduce the backlog of projects by completing over 100 older projects during the same two year period. The next reporting period includes projects approved in 2006-07, along with the remaining backlog of over 60 projects. The department continues to focus on meeting its goals through the ongoing administrative reorganization and continuing work with the Information Services Department to develop improved access to project data and information.



## COUNTY LIBRARY

### Ed Kieczkowski

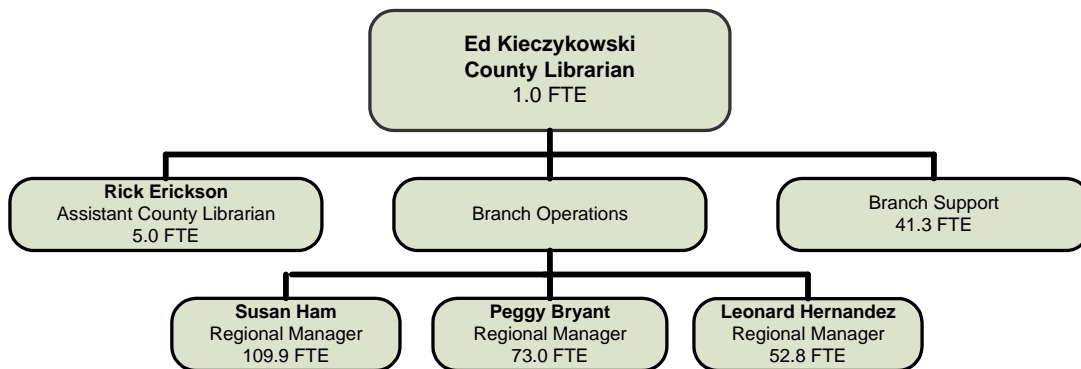
#### MISSION STATEMENT

The mission of the San Bernardino County Library is to be the community's resource for access to information that promotes knowledge, education, lifelong learning, leisure and cultural enrichment for the people of San Bernardino County.

#### STRATEGIC GOALS

1. Increase the physical capacity of library facilities.
2. Enhance computer and electronic resources for the public.
3. Continue implementing patron self-sufficiency at branch libraries to improve customer service and increase department productivity.

#### ORGANIZATIONAL CHART





## DESCRIPTION OF MAJOR SERVICES

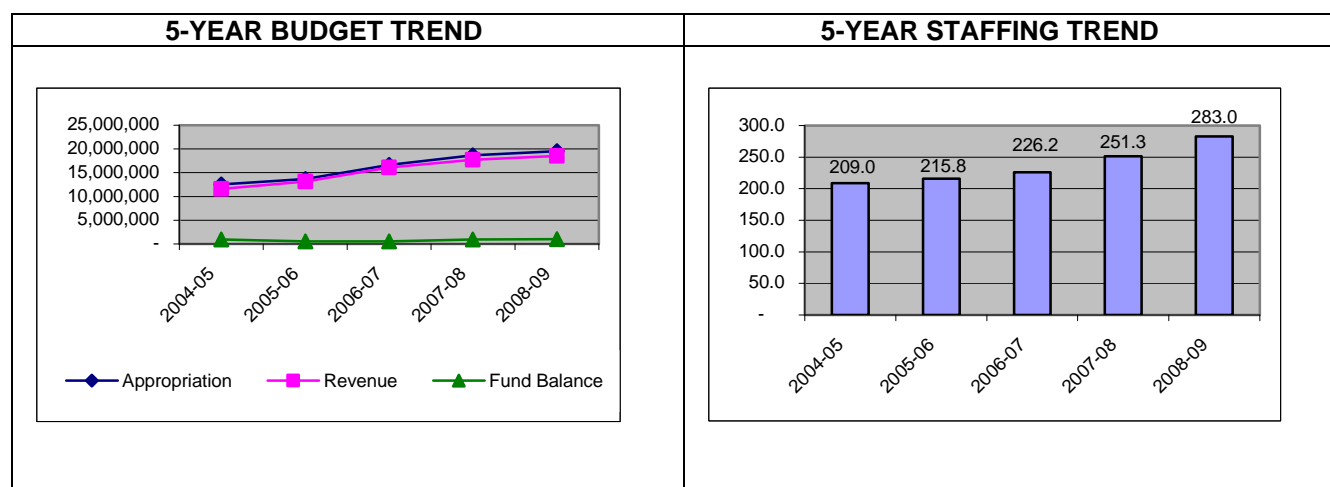
The San Bernardino County Library provides public library services through a network of 30 branches in the unincorporated areas and 17 cities within the county. County Library also has two bookmobiles, one of which is utilized to reach people who live in sparsely populated areas or are unable to use the traditional branches. 2007-08 witnessed the opening of the new Fontana and Highland Libraries, as well as expansion of the existing Loma Linda Library. A satellite station was also opened in Lytle Creek. The impact of these new/expanded facilities will carry over into the new fiscal year, with Fontana, Highland and Loma Linda becoming the largest, second largest, and fifth largest facilities in the Library system. Their increased space will provide significant enhancement of library services in their respective communities, but will similarly increase the cost of providing library services. The coming year will see the opening of new facilities in Chino Hills, Phelan, and Crestline as well as the potential improvement of facilities in other communities such as Running Springs and Chino.

The County Library continues to provide access to information through its materials collection and 800 Internet accessible computers. The public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County Library's collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches.

The Library's on-line catalog, a joint project with the County of Riverside, provides access to 2.5 million items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up. In 2008-09, 200,000 items are expected to cross county lines to the benefit of residents in both counties. The Library's book collection is supplemented by materials in other formats, such as magazines, newspapers, government documents, books on tape, pamphlets, compact discs, DVD's videotapes, microfilm and electronic/on-line services and materials. Cultural and educational programs for all ages, including literacy services and other specialized programs, are provided at branch locations. County Recorder services are also located at the Apple Valley, Fontana and Montclair branch libraries. Additionally, the department is in the process of installing self-service checkout equipment at selected branches within the library system. By the end of 2007-08, eleven (11) branches will be capable of providing this service.

The County Library system is financed primarily through dedicated property tax revenues and is supported by local Friends of the Library organizations that financially assist library branches in local communities. A total of 1,500 volunteers perform a variety of tasks in supporting local libraries. The Library has also developed active partnerships with the communities it serves, resulting in additional funding and the provision of facilities at minimal cost.

## BUDGET HISTORY



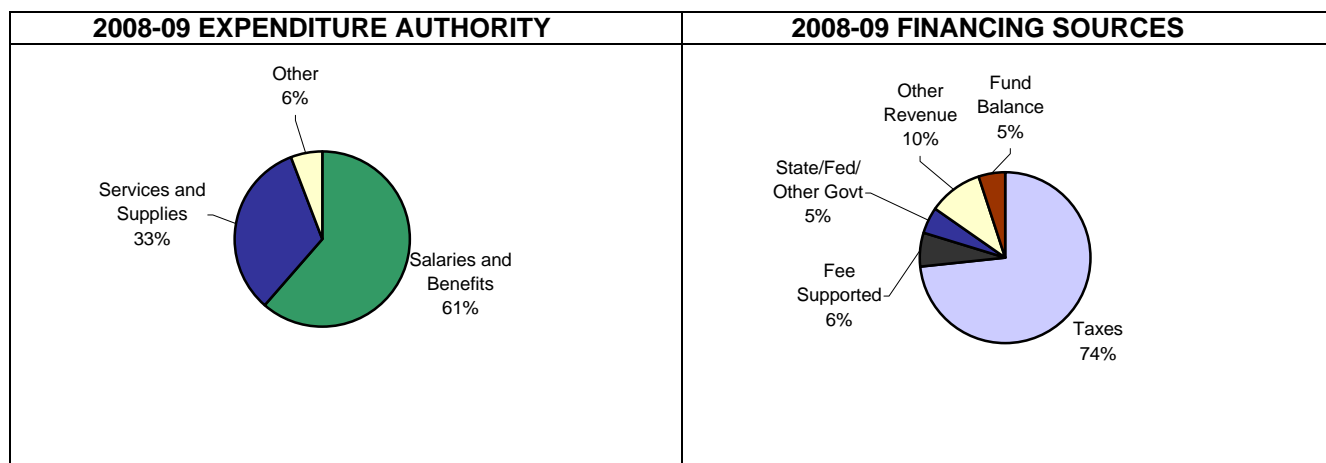
**PERFORMANCE HISTORY**

|                      | <b>2004-05<br/>Actual</b> | <b>2005-06<br/>Actual</b> | <b>2006-07<br/>Actual</b> | <b>2007-08<br/>Modified<br/>Budget</b> | <b>2007-08<br/>Estimate</b> |
|----------------------|---------------------------|---------------------------|---------------------------|--|-----------------------------|
| Appropriation        | 13,499,959                | 17,867,292                | 16,405,837                | 18,676,180                             | 18,938,089                  |
| Departmental Revenue | 13,035,681                | 17,877,850                | 16,792,742                | 17,755,359                             | 19,020,105                  |
| Fund Balance         |                           |                           |                           | 920,821                                |                             |
| Budgeted Staffing    |                           |                           |                           | 251.3                                  |                             |

Appropriation and departmental revenue are projected to exceed budget in 2007-08 due to the City of Fontana agreeing to contribute \$1.2 million during the year towards the purchase of additional books and other library materials for the new library facility in Fontana.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: County Library  
 FUND: County Library

BUDGET UNIT: SAP CLB  
 FUNCTION: Education  
 ACTIVITY: Library

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 8,158,931         | 8,947,324         | 9,860,518         | 10,985,158          | 11,298,657                 | 12,217,846                    | 919,189                                      |
| Services and Supplies       | 4,704,467         | 5,148,509         | 5,792,834         | 6,815,595           | 6,591,900                  | 6,263,552                     | (328,348)                                    |
| Central Computer            | 98,281            | 112,736           | 135,571           | 155,757             | 155,757                    | 161,884                       | 6,127  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 121,500                       | 121,500                                      |
| Other Charges               | 115,825           | 849,235           | 296,564           | 178,250             | 178,251                    | 178,105                       | (146)  |
| Land and Improvements       | 94,618            | -                 | 32,900            | -                   | -                          | -                             | -  |
| Equipment                   | 24,626            | 7,854             | 163,022           | 426,430             | 102,000                    | 230,000                       | 128,000                                      |
| Transfers                   | 508,761           | 518,916           | 474,318           | 521,391             | 505,881                    | 535,541                       | 29,660                                       |
| Total Exp Authority         | 13,705,509        | 15,584,574        | 16,755,727        | 19,082,581          | 18,832,446                 | 19,708,428                    | 875,982                                      |
| Reimbursements              | (290,314)         | (328,243)         | (549,890)         | (344,492)           | (356,266)                  | (344,572)                     | 11,694                                       |
| Total Appropriation         | 13,415,195        | 15,256,331        | 16,205,837        | 18,738,089          | 18,476,180                 | 19,363,856                    | 887,676                                      |
| Operating Transfers Out     | 84,764            | 2,610,961         | 200,000           | 200,000             | 200,000                    | 200,000                       | -  |
| Total Requirements          | 13,499,959        | 17,867,292        | 16,405,837        | 18,938,089          | 18,676,180                 | 19,563,856                    | 887,676                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | 9,697,425         | 10,971,681        | 12,316,474        | 13,828,803          | 13,625,300                 | 14,552,000                    | 926,700                                      |
| State, Fed or Gov't Aid     | 762,035           | 987,321           | 1,219,322         | 1,145,875           | 1,304,809                  | 979,940                       | (324,869)                                    |
| Current Services            | 1,007,904         | 1,104,983         | 1,167,014         | 1,212,443           | 1,407,600                  | 1,264,000                     | (143,600)                                    |
| Other Revenue               | 801,467           | 512,015           | 1,104,332         | 1,732,959           | 317,800                    | 1,003,229                     | 685,429                                      |
| Other Financing Sources     | 5,000             | 495,000           | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 12,273,831        | 14,071,000        | 15,807,142        | 17,920,080          | 16,655,509                 | 17,799,169                    | 1,143,660                                    |
| Operating Transfers In      | 761,850           | 3,806,850         | 985,600           | 1,100,025           | 1,099,850                  | 761,850                       | (338,000)                                    |
| Total Financing Sources     | 13,035,681        | 17,877,850        | 16,792,742        | 19,020,105          | 17,755,359                 | 18,561,019                    | 805,660                                      |
| Fund Balance                |                   |                   |                   |                     | 920,821                    | 1,002,837                     | 82,016                                       |
| Budgeted Staffing           |                   |                   |                   |                     | 251.3                      | 283.0                         | 31.7   |

Salaries and benefits of \$12,217,846 fund 283.0 budgeted positions. The additional \$919,189 in appropriation reflects a 31.7 increase in budgeted staffing. The large majority of this increase contains full year funding for existing positions that were added toward the end of 2007-08. These positions (Library Assistant, Library Page and Student Intern) were added to correspond with the opening of larger facilities at the Fontana, Highland and Loma Linda branch libraries. The department's budget also includes partial year funding for additional staffing at the new Chino Hills and Phelan branches that are expected to open midyear 2008-09. In addition, the department is proposing the reclassification of an existing Automated Systems Analyst II to a Business Systems Analyst II.



Services and supplies of \$6,263,552 are primarily budgeted for the cost of operating the branch libraries. This amount includes such costs for utilities, maintenance, custodial services, COWCAP charges, computer hardware/software purchases, furniture, insurance and publications/subscriptions. Also included in this amount is \$2,144,000 for the purchase of library materials and online database subscriptions. While an inflationary increase has been applied to operational costs, a total reduction of \$328,348 is budgeted in services and supplies for 2008-09 primarily because of a \$340,000 reduction in library materials. This reduction, which is in response to the Governor's proposed decrease in state aid available to public libraries, was anticipated and therefore the amount expended in 2007-08 for materials has been curtailed accordingly.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$121,500 reflects \$68,500 for seminars, conferences and training (including the cost of hotels, meals and car rental) as well as \$53,000 for employee mileage reimbursements and daily usage of county motor pool vehicles needed in the performance of job duties. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Other charges of \$178,105 reflect loan payments pertaining to the Apple Valley and Wrightwood library facilities.

Equipment is budgeted at \$230,000 for the purchase of book security systems (\$140,000), two library circulation system servers (\$40,000), audio/visual items including a backup tape drive (\$35,000), and replacement of a color copier/printer (\$15,000).

Transfers of \$535,541 represents payments to the Real Estate Services Department for rent/lease costs of occupying non-county owned buildings.

Reimbursements of \$344,572 include anticipated amounts from the Auditor/Controller-Recorder for recorder services provided at branch locations, as well as from the Human Services Group to utilize storage at the basement of the Library administration building.

Operating transfers out of \$200,000 are budgeted to reimburse the Capital Improvement Project (CIP) Fund for the cost of replacing the HVAC system at the Yucaipa Branch Library. This amount is in addition to the \$200,000 that was transferred to the CIP Fund in 2007-08 for this same purpose.

Taxes of \$14,552,000 reflect an increase of \$926,700. The 2008-09 budget represents an increase of approximately 5.2% from the amount estimated in the previous year. This increase represents a conservative projection for property tax growth during 2008-09.

State, federal and other governmental aid of \$979,940 includes financing from the State Public Library Fund (PLF) and other state grants for literacy programs. The \$324,869 decrease is largely due to proposed reductions in the PLF allocation.

Current services revenue of \$1,264,000 include revenues from fines, fees, and the rental of videos. The \$143,600 decrease is primarily due to a reduction in fines and fees based on 2007-08 estimates.

Other revenue is budgeted at \$1,003,229 for 2008-09. The significant increase of \$685,429 is due to anticipated proceeds from sale of the Highland Branch property vacated by completion of the new branch. Other revenues in this category include federal e-rate reimbursements and contributions from the local Library Friends groups. The estimated amount in this category for 2007-08 (\$1,732,959) is significantly more than budget due to the receipt of \$1,200,000 from the City of Fontana for the purchase of additional books and other library materials for the new library facility in Fontana.

Operating transfers in of \$761,850 include the following:

- \$500,000 of ongoing support from the county general fund to enhance the Library's annual book/materials budget.
- \$261,850 of ongoing support from the county general fund for costs related to additional hours of operation.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage increase of square feet of space available at branch libraries (222,321 sq ft in 2006-07).          | 11%               | 40%                  | 45%                  | 12%                  |
| Percentage increase in the number of personal computers dedicated for public usage (443 computers in 2006-07). | 18%               | 30%                  | 47%                  | 10%                  |
| Percentage increase in the amount expensed for electronic resources (\$117,000 expensed in 2006-07).           | 22%               | 10%                  | 38%                  | 6%                   |
| Amount of fees collected through electronic payments.  | \$6,431           | \$100,000            | \$25,000             | \$60,000             |
| Number of items circulated via self-support.   | 83,000            | 200,000              | 200,000              | 300,000              |
| Percentage increase in circulation of materials for the new or expanded branches.                              | 40%               | 10%                  | 30%                  | 30%                  |
| Percentage of library patrons utilizing self-service modules at those libraries with RFID technology.          | 30%               | 40%                  | 40%                  | 40%                  |

Of the performance measures listed above, the department is estimating that it will meet or exceed its goals for 2007-08 with the exception of fees collected through electronic payments. In 2006-07, County Library began accepting payments through the Internet using PayPal as the processor of patron payments. The Library's 2007-08 target of electronic payments (\$100,000) was based on the installation of 2 payment modules – PayPal and an E-commerce module, which would provide patrons a variety of electronic payment options. However, software development delays with the Library's automation vendor prevented the installation of the e-commerce module. While the use of PayPal for electronic payments continues to increase incrementally, significant electronic payments cannot occur until the other module is installed, which is now expected to occur at the end of 2007-08.

| ADDITIONAL GENERAL FUND FINANCING REQUESTS |   |                      |               |                         |               |   |
|--|---|----------------------|---------------|-------------------------|---------------|---|
| Rank                                       | Brief Description of Request  | Budgeted<br>Staffing | Appropriation | Departmental<br>Revenue | Local<br>Cost | Proposed<br>2008-09<br>Performance<br>Measurement |
| 1  | <b>Radio Frequency Identification Technology - BPI Request</b><br>This request is for additional funding in the amount of \$200,000 from the Business Process Improvement Reserves to continue with the conversion to RFID technology at existing library facilities. This conversion will allow the Library to reduce personnel costs by providing patrons with the ability to obtain or return materials without the need for staff intervention. It is anticipated that this conversion process could take as much as 2-3 years. With approval of this request, County Library plans to convert the Rialto, Yucaipa and Yucca Valley branch libraries to RFID technology. However, should tentative facility improvements for Running Springs and Bloomington not come to fruition in the coming year, other branches may become better candidates for conversion.   | -                    | 200,000       |                         | 200,000       |   |
|  | <i>Number of branches converted to RFID technology.</i>   |                      |               |                         |               | 18  |
| 2  | <b>Yucaipa Branch Library - HVAC and roof replacement - CIP Request</b><br>The Library is requesting \$300,000 in CIP funding to support the replacement of the Yucaipa Branch Library's roof and Heating/Air Conditioning units. The original 8,400 sq. ft. building was constructed in 1968-69, with an addition of approximately 3,800 sq. ft. in 1986-87. The original HVAC units were not augmented with the addition, but the existing system was connected to the addition and has not been adequate since. The Architecture and Engineering Department (A&E) has determined that the existing units can no longer be adequately repaired due to their age. They have also indicated that the entire roof needs to be replaced. A&E has estimated that both projects will cost approximately \$700,000 to complete. The Library anticipates that it will have \$400,000 to contribute towards the project, but does not anticipate sufficient funds to complete the projects; thus it is seeking general fund support. | -                    | 300,000       |                         | 300,000       |   |
|  | <i>Complete HVAC and roof replacement.</i>  |                      |               |                         |               | 100%  |
| <b>Total</b>                               |   | -                    | 500,000       | -                       | 500,000       |   |



## COUNTY MUSEUM

### Robert L. McKernan

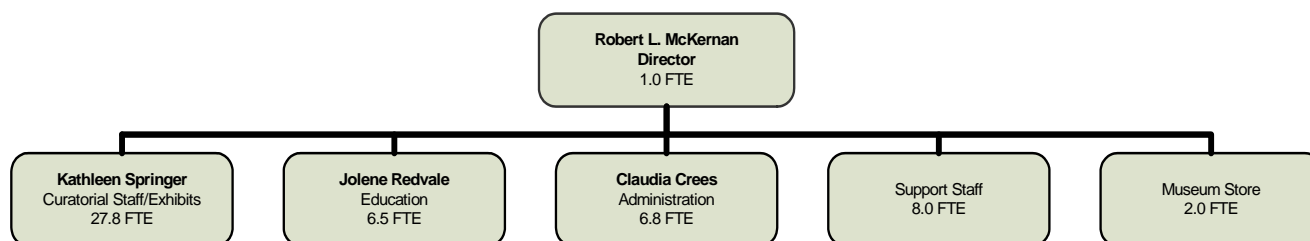
#### MISSION STATEMENT

The mission of the San Bernardino County Museum is to maintain and develop unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

#### STRATEGIC GOALS

1. Enhance public awareness of museum services/programs and increase accessibility to museum collections/programs.
2. Expansion/refurbishment of the Museum's main facility in Redlands.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

| 2008-09                       |                                 |                  |                  |                              |             |
|-------------------------------|---------------------------------|------------------|------------------|------------------------------|-------------|
|                               | Operating Exp/<br>Appropriation | Revenue          | Local Cost       | Revenue Over/<br>(Under) Exp | Staffing    |
| <b><u>General Fund</u></b>    |                                 |                  |                  |                              |             |
| County Museum                 | 3,644,827                       | 1,520,579        | 2,124,248        |                              | 50.1        |
| Total General Fund            | 3,644,827                       | 1,520,579        | 2,124,248        | -                            | 50.1        |
| <b><u>Enterprise Fund</u></b> |                                 |                  |                  |                              |             |
| Museum Store                  | 93,546                          | 100,000          |                  | 6,454                        | 2.0         |
| Total Enterprise Fund         | 93,546                          | 100,000          | -                | 6,454                        | 2.0         |
| <b>Total - All Funds</b>      | <b>3,738,373</b>                | <b>1,620,579</b> | <b>2,124,248</b> | <b>6,454</b>                 | <b>52.1</b> |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.



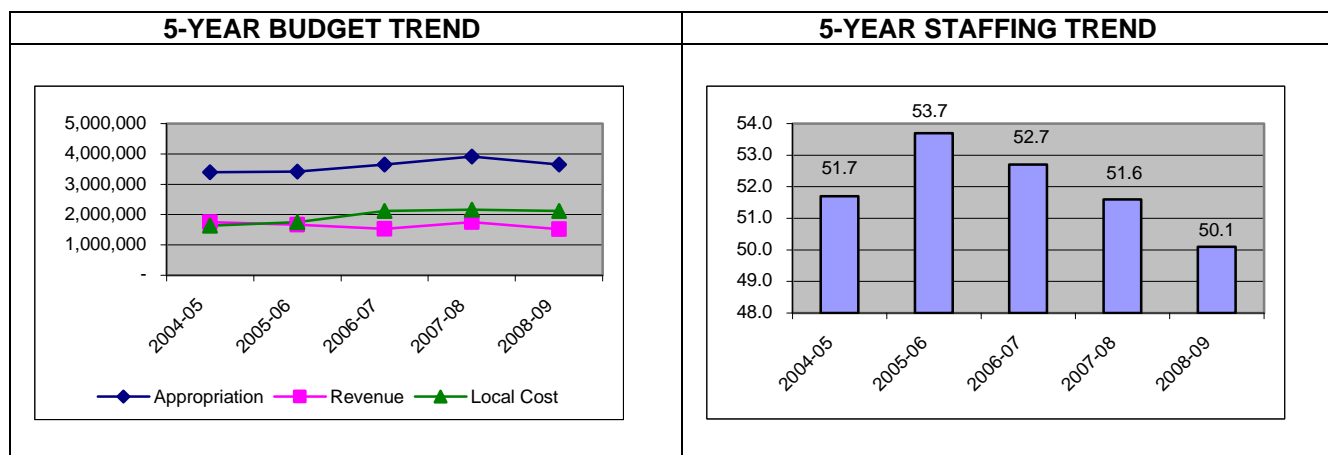
## DESCRIPTION OF MAJOR SERVICES

The Museum provides cultural and educational programs and activities for the public at its main facility in Redlands and the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (Rains House), Daggett Stone Hotel, Asistencia Mission in Redlands, Mousley Museum of Natural History in Yucaipa, Yorba-Slaughter Adobe in Chino, and Yucaipa Adobe. These programs and activities involve the preservation of cultural and natural heritage collections that represent the Southwest region, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County. Museum programs promote learning, awareness and enrichment through community outreach, partnerships with educational institutions, and research that enhances both the museum collections and educational services. Approximately 2 million permanent and loaned collections are preserved for the benefit of the public, educational, and the scientific community. The County Museum has been accredited from the American Association of Museums since February 23, 1973. In 2002, the Museum received its decennial accreditation that will continue through 2012.

The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions provide educational services for families, general public, school groups, educators, and scholars at the main Museum facility and historic sites. In addition, the Biological Science and the Geological Sciences divisions conduct scientific field research and studies for public and private agencies. This research consists of both short and long-term scientific field studies resulting in significant revenue for the department. A portion of this revenue is used to support other Museum programs and activities. Furthermore, this field research results in valuable collections being accessioned into the museum collections that are curated and exhibited for public education at the main facility and historic sites.

Over the past four years, the San Bernardino County Museum has received funding from the Institute of Museum and Library Services (IMLS). With these funds, SBCM has designed and implemented a multi-functional Web Module and media archive for the Inland Southern California. The museum web module provides electronic access to the museum's cultural and natural heritage collections and programs, which better informs the general public, educators, students, and business of San Bernardino County and the region as to their rich regional heritage.

## BUDGET HISTORY



## PERFORMANCE HISTORY

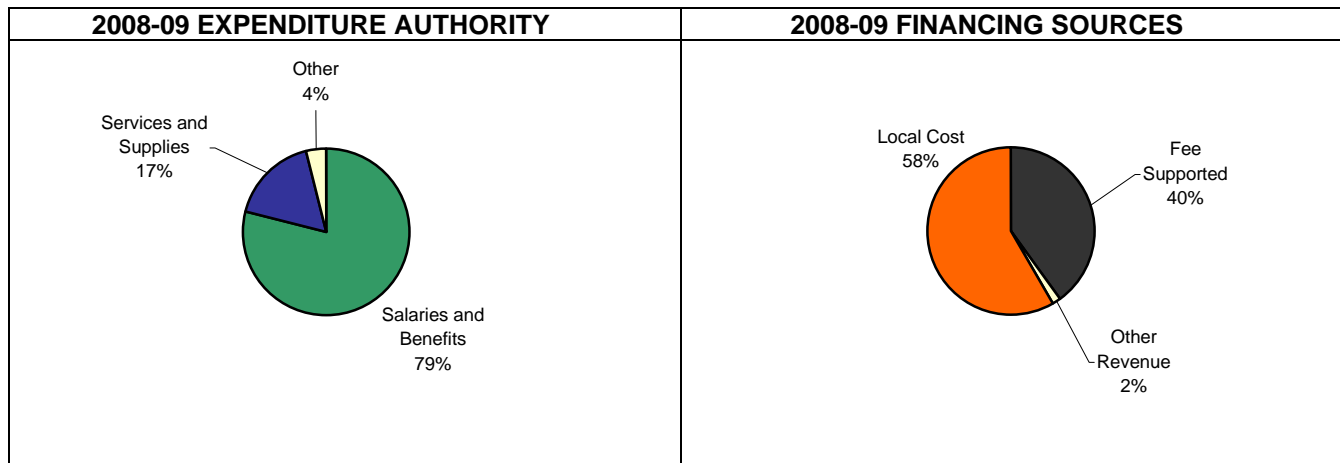
|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 3,392,935         | 3,419,727         | 3,653,038         | 3,911,145                     | 3,588,600           |
| Departmental Revenue | 1,756,254         | 1,670,226         | 1,533,206         | 1,753,400                     | 1,431,752           |
| Local Cost           | 1,636,681         | 1,749,501         | 2,119,832         | 2,157,745                     | 2,156,848           |
| Budgeted Staffing    |                   |                   |                   | 51.6                          |                     |

The 2007-08 estimated appropriation and departmental revenue are both less than budget due to fewer research projects during the year than originally anticipated.





## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: County Museum  
 FUND: General

BUDGET UNIT: AAA CCM  
 FUNCTION: Recreational and Cultural Services  
 ACTIVITY: Culture

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 2,517,937         | 2,692,743         | 2,735,789         | 2,727,000           | 3,051,930                  | 2,871,727                     | (180,203)                                    |
| Services and Supplies       | 684,950           | 672,107           | 695,253           | 820,000             | 686,315                    | 564,681                       | (121,634)                                    |
| Central Computer            | 40,564            | 32,657            | 34,320            | 39,100              | 39,911                     | 39,000                        | (911)  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 30,000                        | 30,000                                       |
| Land and Improvements       | 19,195            | -                 | -                 | -                   | -                          | -                             | -  |
| Equipment                   | 5,386             | 2,146             | 72,769            | -                   | -                          | -                             | -  |
| L/P Struct/Equip/Vehicles   | 9,630             | 9,630             | 7,222             | -                   | -                          | -                             | -  |
| Transfers                   | 9,446             | 10,444            | 107,685           | 131,000             | 132,989                    | 139,419                       | 6,430  |
| Total Exp Authority         | 3,287,108         | 3,419,727         | 3,653,038         | 3,717,100           | 3,911,145                  | 3,644,827                     | (266,318)                                    |
| Reimbursements              | (25,423)          | -                 | -                 | (128,500)           | -                          | -                             | -  |
| Total Appropriation         | 3,261,685         | 3,419,727         | 3,653,038         | 3,588,600           | 3,911,145                  | 3,644,827                     | (266,318)                                    |
| Operating Transfers Out     | 131,250           | -                 | -                 | -                   | -                          | -                             | -  |
| Total Requirements          | 3,392,935         | 3,419,727         | 3,653,038         | 3,588,600           | 3,911,145                  | 3,644,827                     | (266,318)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 61,362            | 56,119            | 38,019            | 37,000              | 59,000                     | 35,000                        | (24,000)                                     |
| State, Fed or Gov't Aid     | 7,083             | 2,403             | 2,752             | 2,752               | 2,200                      | 2,200                         | -  |
| Current Services            | 1,216,886         | 1,229,286         | 1,094,051         | 1,010,000           | 1,470,300                  | 1,460,379                     | (9,921)                                      |
| Other Revenue               | 442,320           | 379,598           | 240,752           | 202,000             | 191,900                    | 3,000                         | (188,900)                                    |
| Other Financing Sources     | 7,603             | 2,820             | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 1,735,254         | 1,670,226         | 1,375,574         | 1,251,752           | 1,723,400                  | 1,500,579                     | (222,821)                                    |
| Operating Transfers In      | 21,000            | -                 | 157,632           | 180,000             | 30,000                     | 20,000                        | (10,000)                                     |
| Total Financing Sources     | 1,756,254         | 1,670,226         | 1,533,206         | 1,431,752           | 1,753,400                  | 1,520,579                     | (232,821)                                    |
| Local Cost                  | 1,636,681         | 1,749,501         | 2,119,832         | 2,156,848           | 2,157,745                  | 2,124,248                     | (33,497)                                     |
| Budgeted Staffing           |                   |                   |                   |                     | 51.6                       | 50.1                          | (1.5)  |

Salaries and benefits of \$2,871,727 fund 50.1 budgeted positions. The \$180,203 decrease is mainly the result of deleting 1.5 vacant positions, coupled with a reduction in workers' compensation costs.

Services and supplies of \$564,681 include operating expenses required to complete research projects, educational programming, advertising of Museum programs/activities, and maintenance of facilities. The decrease of \$121,634 is largely due to fewer grant funded projects anticipated in 2008-09.





Travel is a new appropriation unit for 2008-09. The amount budgeted of \$30,000 reflects \$16,000 towards departmental field-related expenses for billable projects; \$10,000 for employees' mileage reimbursement (partially billable); and \$4,000 for conferences/training. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$139,419 represents payments to the Real Estate Services Department for costs related to the Museum's off-site storage.

Use of money and property revenue of \$35,000 reflects revenue from the rental of Museum facilities for weddings, receptions, and other special events. The budget is being reduced by \$24,000 based on 2007-08 estimates.

Current services revenue of \$1,460,379 primarily consists of research revenue from the department's Geological and Biological Sciences Divisions.

Other revenue of \$3,000 is decreasing by \$188,900 due to the completion of several grant funded projects during 2007-08.

Operating transfers in of \$20,000 are anticipated from the Museum Gift Store to help finance operational costs.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage increase of Museum visitors (number of visitors).                                     | 3.7%<br>(82,445)  | 5.0%                 | 8.6%                 | 20.7%                |
| Percentage increase of participants at cultivation events (number of participants).              | 28.6%<br>(1,800)  | 40.0%                | 40.0%                | 9.7%                 |
| Percentage increase of objects/artifacts accessible to the public (number of objects/artifacts). | 0%<br>1,500,000   | 5.0%                 | 5.0%                 | 5.6%                 |
| Percentage increase of attendants to gallery/lecture programs (number of attendants).            | 29.3%<br>(1,034)  | 25.0%                | 25.7%                | 23.1%                |
| Contributions for the interior exhibits of the Hall of Geological Wonders.                       | \$500,000         | \$2,435,000          | \$2,435,000          | \$1,565,000          |



| ADDITIONAL GENERAL FUND FINANCING REQUESTS |  |                      |               |                         |               |   |
|--|--|----------------------|---------------|-------------------------|---------------|---|
| Rank                                       | Brief Description of Request   | Budgeted<br>Staffing | Appropriation | Departmental<br>Revenue | Local<br>Cost | Proposed<br>2008-09<br>Performance<br>Measurement |
| 1.   | <b>Exhibit fabrication for the new Hall of Geological Wonders - Policy Item</b><br>Completion of the Hall of Geological Wonders exhibit fabrication is decisive to improve customer service and visitation through new exhibitions of the county's significant natural heritage. Approval of this request would significantly help to move the Museum closer towards completion of the exhibits for the new Hall and opening for public use.   | -                    | 500,000       | -                       | 500,000       |   |
|  | Completion of the Hall of Geological Wonders exhibit fabrication/installation.   |                      |               |                         |               | 100%  |
| 2.   | <b>Exhibit Space Refurbishment - CIP Request</b><br>As the new Hall of Geological Wonders opens to the public in 2008-2009, it is critical that the Museum's remaining thirty-year old public exhibit spaces are redesigned to maintain superior customer service. The Board approved funding of \$500,000 in 2007-08 to initiate Museum wide refurbishments at all public exhibit spaces, including new design for the Hall of History. This additional request for \$750,000 will complete the Hall of History exhibit fabrication and begin redesign of the Museum Bird Hall. | -                    | 750,000       | -                       | 750,000       |   |
|  | Completion of the Hall of History refurbishments.  |                      |               |                         |               | 100%  |
| 3.   | <b>Expansion of Food Service - CIP Request</b><br>With the planned opening of the Hall of Geological Wonders and new exhibit refurbishments, there is a need to expand food service at the Museum. The purposed expansion consists of using the existing museum kitchen facility adjoining the patio to expand the food service. The kitchen would be refurbished, as it currently does not meet public health standards. Providing better food service is a component of enhancing the visitor experience.  | -                    | 350,000       | -                       | 350,000       |   |
|  | Increase in food service revenues.   |                      |               |                         |               | 25%   |
| 4.   | <b>Construction of Additional Parking - CIP Request</b><br>As the new Hall of Geological Wonders nears completion, it is essential to provide enough vehicle and school bus parking for patrons visiting the new exhibitions, events, and programs at the Museum. Approval of this request would enhance the visitor service experience. Furthermore, it would provide a higher degree of safety and security for school groups, tours, and all customers.   | -                    | 350,000       | -                       | 350,000       |   |
|  | Completion of additional parking lot at the Museum.  |                      |               |                         |               | 100%  |
| <b>Total</b>                               |  | -                    | 1,950,000     | -                       | 1,950,000     |   |



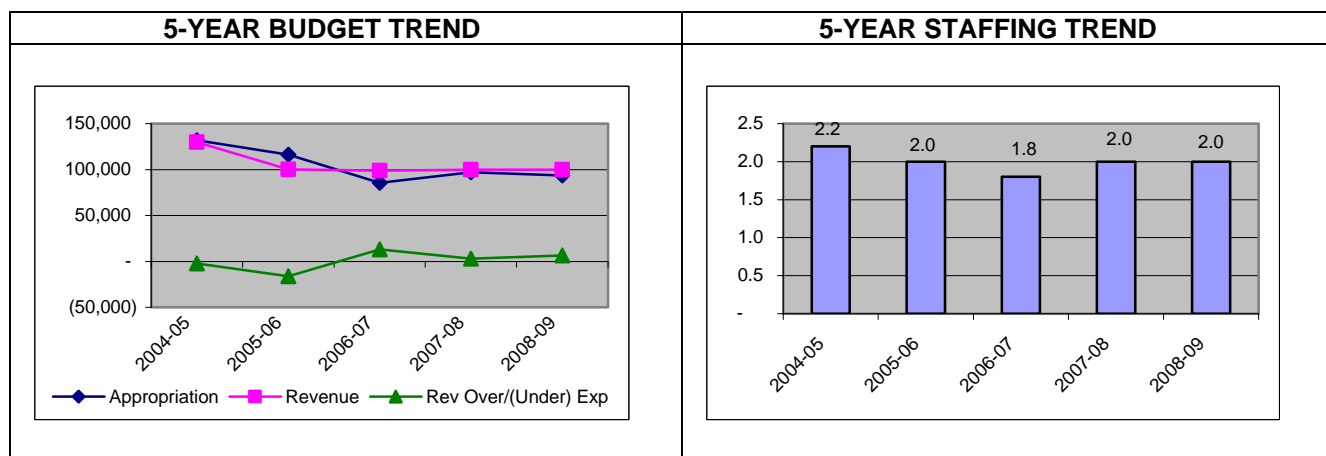
## Museum Store

### DESCRIPTION OF MAJOR SERVICES

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered a critical part of the visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Store supports the Museum operations and makes an annual financial contribution to the Museum.

In 2003-04, the Museum Store opened a Garden Café offering sandwiches, snack products, pastries, and bottled beverages for Museum visitors. The café helps to enhance the visitor experience and satisfaction.

### BUDGET HISTORY

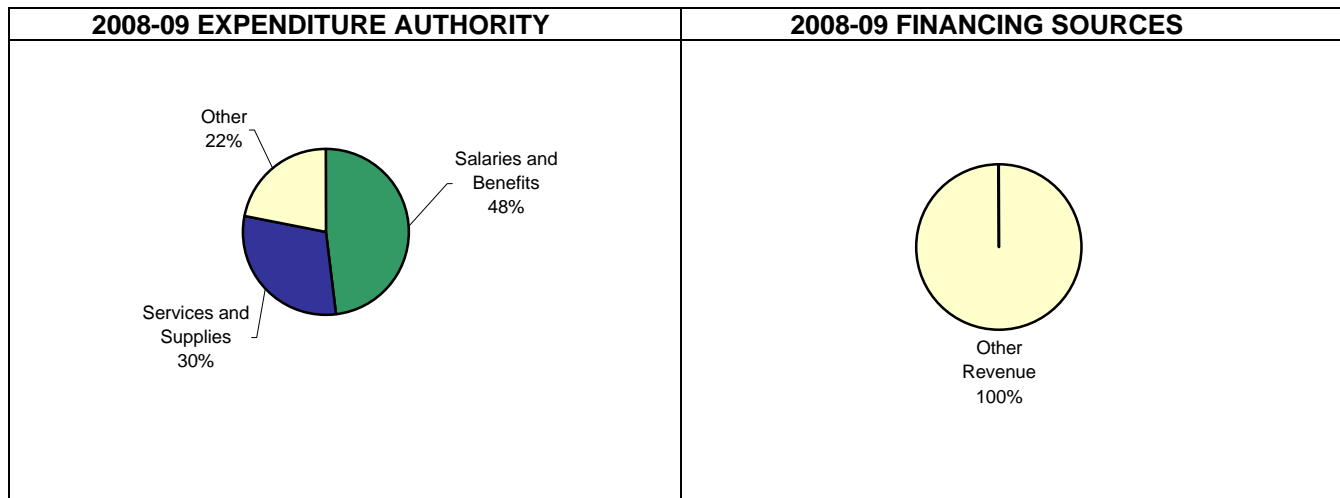


### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 131,866           | 116,283           | 85,652            | 97,207                        | 73,688              |
| Departmental Revenue                          | 129,708           | 100,163           | 98,608            | 100,000                       | 80,000              |
| Revenue Over/(Under) Exp                      | (2,158)           | (16,120)          | 12,956            | 2,793                         | 6,312               |
| Budgeted Staffing                             |                   |                   |                   | 2.0                           |                     |
| Fixed Assets                                  | -                 | -                 | -                 | -                             | -                   |
| Unrestricted Net Assets Available at Year End | 1,866             | 7,141             | 20,097            |                               | 26,409              |



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: County Museum  
 FUND: Museum Store

BUDGET UNIT: EMM CCR  
 FUNCTION: Recreational and Cultural Services  
 ACTIVITY: Culture

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 95,217            | 106,537           | 67,754            | 41,315              | 64,209                     | 44,866                        | (19,343)                                     |
| Services and Supplies       | 31,248            | 9,301             | 2,386             | 1,899               | 27,524                     | 28,219                        | 695  |
| Transfers                   | 401               | 445               | 512               | 474                 | 474                        | 461                           | (13)   |
| Total Appropriation         | 126,866           | 116,283           | 70,652            | 43,688              | 92,207                     | 73,546                        | (18,661)                                     |
| Operating Transfers Out     | 5,000             | -                 | 15,000            | 30,000              | 5,000                      | 20,000                        | 15,000                                       |
| Total Requirements          | 131,866           | 116,283           | 85,652            | 73,688              | 97,207                     | 93,546                        | (3,661)                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| State, Fed or Gov't Aid     | 5,000             | -                 | -                 | -                   | -                          | -                             | -  |
| Other Revenue               | 124,708           | 100,163           | 98,608            | 80,000              | 100,000                    | 100,000                       | -  |
| Total Revenue               | 129,708           | 100,163           | 98,608            | 80,000              | 100,000                    | 100,000                       | -  |
| Rev Over/(Under) Exp        | (2,158)           | (16,120)          | 12,956            | 6,312               | 2,793                      | 6,454                         | 3,661  |
| Budgeted Staffing           |                   |                   |                   |                     | 2.0                        | 2.0                           | -  |

Salaries and benefits of \$44,866 fund 2.0 budgeted positions. The \$19,343 decrease reflects the replacement of a vacant Office Assistant II position with the use of Public Service Employees.

Services and supplies of \$28,219 include operating expenses and purchases for resale (inventory).

Operating transfers out of \$20,000 are budgeted for the County Museum's general fund budget unit to assist with financing its operations.

Other revenue of \$100,000 represents the store's projected sales revenue.



# FACILITIES MANAGEMENT

## David S. Gibson

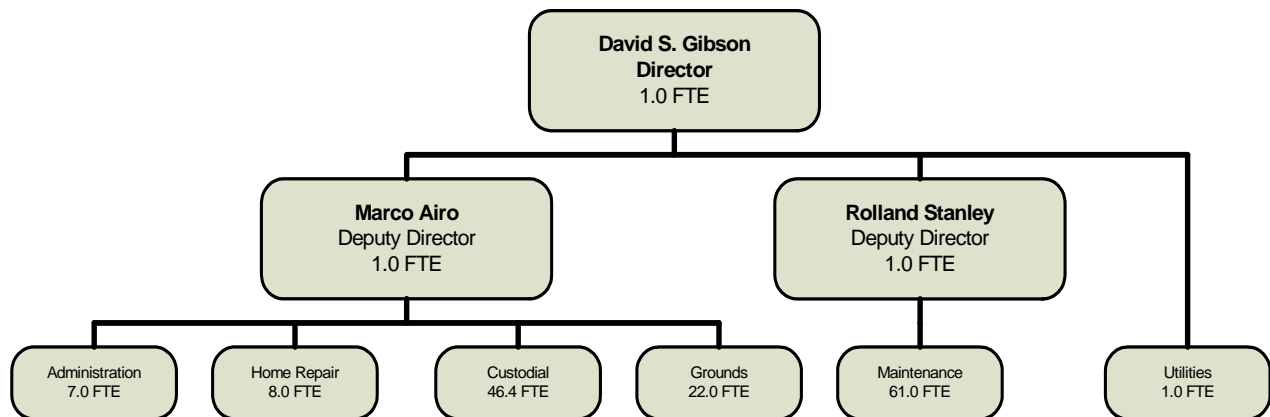
### MISSION STATEMENT

The Facilities Management Department serves the public by providing quality custodial, grounds, and maintenance services that enable departments and staff to effectively meet the expectations of their customers.

### STRATEGIC GOALS

1. Improve business practices to enhance customer service and increase staff efficiency.
2. Provide thorough preventive maintenance assessments and reports on county owned facilities.
3. Reduce utility consumption/Implement sustainability projects.
4. Safeguard county facility assets.

### ORGANIZATIONAL CHART



### SUMMARY OF BUDGET UNITS

|                           | 2008-09           |                  |                   |              |
|---------------------------|-------------------|------------------|-------------------|--------------|
|                           | Appropriation     | Revenue          | Local Cost        | Staffing     |
| <b>General Fund</b>       |                   |                  |                   |              |
| Facilities Management     | 14,344,851        | 5,039,237        | 9,305,614         | 147.4        |
| Utilities                 | 17,754,196        | 246,082          | 17,508,114        | 1.0          |
| <b>Total General Fund</b> | <b>32,099,047</b> | <b>5,285,319</b> | <b>26,813,728</b> | <b>148.4</b> |

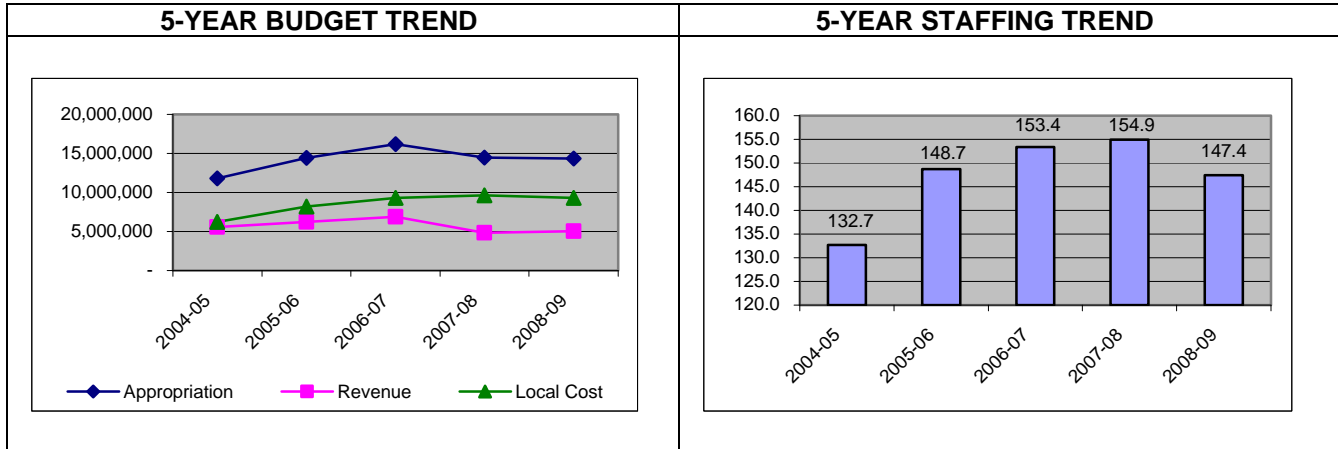
Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.



## DESCRIPTION OF MAJOR SERVICES

The mission of the Facilities Management Department is to serve the public by providing quality services and enabling county departments to effectively meet the expectations of their customers. This mission is implemented through services provided by the Custodial, Grounds, Maintenance, Home Repair and Administration divisions. The focus for each of these divisions is to ensure a clean, safe, and well-maintained environment for County customers and employees.

## BUDGET HISTORY

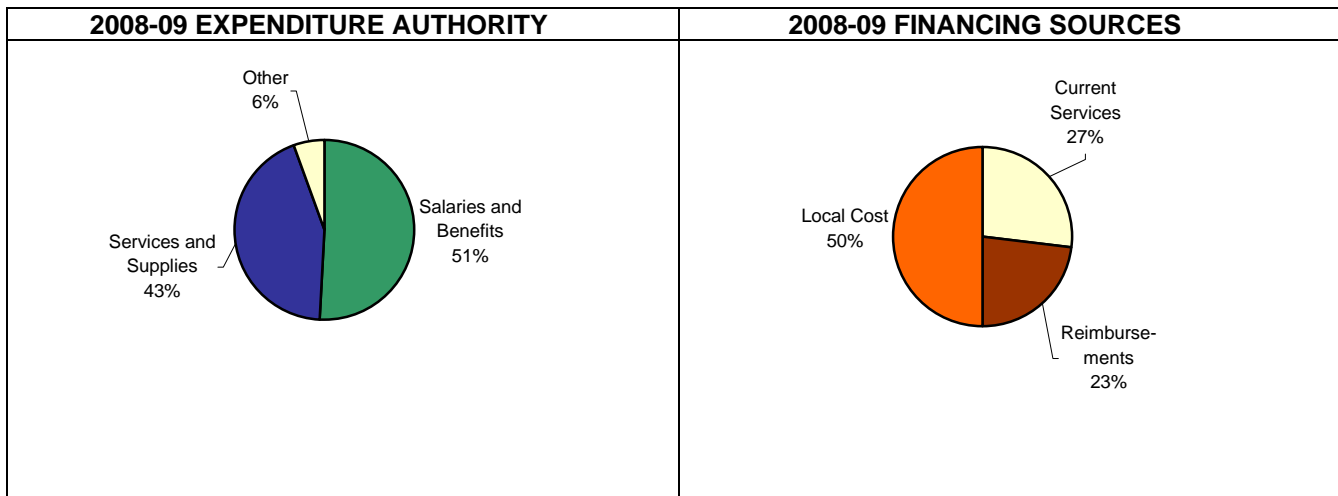


## PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 11,783,686        | 13,706,972        | 14,483,106        | 14,462,720                    | 14,053,649          |
| Departmental Revenue | 5,345,089         | 5,372,902         | 5,656,524         | 4,827,546                     | 4,825,412           |
| Local Cost           | 6,438,597         | 8,334,070         | 8,826,582         | 9,635,174                     | 9,228,237           |
| Budgeted Staffing    |                   |                   |                   | 154.9                         |                     |

Estimated appropriation for 2007-08 is less than the modified budget due to salary savings from vacant positions. These positions have been intentionally left unfilled to avoid layoffs pending the status of legislation and negotiations concerning the Court's facilities transfers between county governments and the Administrative Office of the Courts (AOC), in the event that the AOC assumes managing party duties of courthouses in San Bernardino County. Departmental revenue is less than the modified budget because requisition work from other county departments is expected to be lower than anticipated.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Facilities Management  
 FUND: General

BUDGET UNIT: AAA FMD  
 FUNCTION: General  
 ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 7,268,716         | 8,372,443         | 9,025,076         | 9,729,997           | 10,107,672                 | 9,496,055                     | (611,617)                                    |
| Services and Supplies       | 5,257,699         | 6,040,188         | 6,125,395         | 7,564,357           | 7,593,357                  | 8,054,795                     | 461,438                                      |
| Central Computer            | 24,259            | 31,833            | 37,713            | 51,984              | 51,984                     | 52,227                        | 243  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 8,300                         | 8,300  |
| Equipment                   | 17,487            | 17,902            | 42,339            | 55,100              | 55,100                     | 52,000                        | (3,100)                                      |
| Vehicles                    | -                 | 26,144            | 11,892            | -                   | -                          | -                             | -  |
| Transfers                   | 27,300            | 26,806            | 846,395           | 1,016,117           | 1,021,117                  | 993,462                       | (27,655)                                     |
| Total Exp Authority         | 12,595,461        | 14,515,316        | 16,088,810        | 18,417,555          | 18,829,230                 | 18,656,839                    | (172,391)                                    |
| Reimbursements              | (811,775)         | (808,344)         | (1,605,704)       | (4,363,906)         | (4,363,906)                | (4,311,988)                   | 51,918                                       |
| Total Appropriation         | 11,783,686        | 13,706,972        | 14,483,106        | 14,053,649          | 14,465,324                 | 14,344,851                    | (120,473)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| State, Fed or Gov't Aid     | 2,289             | 43,288            | -                 | -                   | -                          | -                             | -  |
| Current Services            | 5,342,800         | 5,329,614         | 5,656,524         | 4,825,412           | 4,827,546                  | 5,039,237                     | 211,691                                      |
| Total Financing Sources     | 5,345,089         | 5,372,902         | 5,656,524         | 4,825,412           | 4,827,546                  | 5,039,237                     | 211,691                                      |
| Local Cost                  | 6,438,597         | 8,334,070         | 8,826,582         | 9,228,237           | 9,637,778                  | 9,305,614                     | (332,164)                                    |
| Budgeted Staffing           |                   |                   |                   |                     | 154.9                      | 147.4                         | (7.5)  |

Salaries and benefits of \$9,496,055 fund 147.4 budgeted positions, which is a decrease of \$611,617 and 7.5 budgeted staff. In the Custodial Division, 5.0 vacant positions are replaced by outside custodial services contracts. In the Grounds Division, 4.0 vacant positions are replaced by outside contractors. The distributed vacancy factor is decreased by 1.5.

Services and supplies of \$8,054,795 include contracts for custodial and ground services, as well as costs related to building maintenance. The increase of \$461,438 is a result of the following adjustments:

- \$117,000 increase in the Custodial division for contracts.
- \$140,000 increase in the Grounds division for contracts.
- \$230,000 increase for minor construction, carpet and paint projects.
- \$24,438 for anticipated inflationary increases in department-wide contract costs.
- \$50,000 decrease in funding from the Department of Community Development and Housing for the Home Repair program.



Travel is a new appropriation unit for 2008-09. The amount budgeted of \$8,300 reflects anticipated travel costs for service and facility inspections of \$5,300 and for regional conference fees of \$3,000. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Equipment of \$52,000 is to purchase various fixed assets including one mower and one aerator for the Grounds Division and a plotter/printer for the Maintenance Division.

Transfers of \$993,462 reflect a reduction in EH&P charges and a reallocation of administrative overhead costs.

Reimbursements of \$4,311,988 are payments from general fund departments for special custodial, grounds, and maintenance service requests. The decrease of \$51,918 is due to an anticipated decrease for reimbursable projects and requisition work from county departments.

Departmental revenue of \$5,039,237 is primarily from non-general fund departments for special custodial, grounds, and maintenance requests. The increase of \$211,691 is due to an anticipated increase in minor projects and to the recovery of overtime costs on revenue-generating projects through a board-approved rate.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Decrease length of time required to provide final cost data to customers by 50%. Current length of time is 90 days.                  | 0%                | 45 days              | 45 days              | N/A                  |
| Implement capability for county departments to submit work requests on-line through CAFM-enabled interface on department's homepage. | N/A               | 100%                 | 100%                 | N/A                  |
| Percentage of facility assessments completed (number of assessments completed).  | 82%               | 100%                 | 87%                  | 100%                 |
| Hours freed up from administrative work for field staff.   | 3200 hours        | 6400 hours           | 6400 hours           | N/A                  |
| Additional productive hours from new specialty trade positions.  | 2400 hours        | 4800 hours           | 4800 hours           | -                    |
| Additional service hours provided by Community Options contract to additional buildings.   | 7500 hours        | 10000 hours          | 7500 hours           | 10000 hours          |
| Percentage decrease in water consumption per project area based on meter readings at current time of project implementation.         | N/A               | N/A                  | N/A                  | 25%                  |
| Number of audits of county maintained facilities completed.  | N/A               | N/A                  | N/A                  | 45                   |

Performance measures with projections of N/A for 2008-09 reflect measures that have been achieved. These measures support goals of the Facilities Management Department as articulated in the business plan and previous years' budget documents.

The performance measure to decrease the length of time to provide final cost data to customers is projected to be achieved in 2007-08; hence, it will not be an ongoing performance measure in 2008-09. However, Facilities Management will continue to monitor this measure to ensure ongoing efficiencies. Through further implementation of the CAFM (Computer Aided Facilities Management), Facilities Management plans to complete the objectives of implementing the capability for county departments to submit work requests on-line in 2008-09.



Eighty-seven percent of facility assessments have been completed and Facilities Management will complete the remaining thirteen percent of facility assessments in 2008-09. Due to problems with the facility assessment contractor, Facilities Management has cancelled the contract and is seeking a new contractor to finish this project.

The performance measure of hours freed up from administrative work for field staff has been achieved through the hiring of a Staff Analyst II, an Office Assistant II, a Project Scheduler, and a Parts Runner. The work that these individuals perform was previously done by field staff. Through filling these positions, the staff is now able to spend more time in the field supervising jobs and projects rather than performing administrative tasks. Additional productive hours from new specialty trade positions of plumber, electrician, and sprinkler system worker have been achieved by filling positions approved in the 2006-07 budget. This performance measure is now a part of Facilities Management's normal operations and budget.

The business philosophy of the Facilities Management Department has changed with regard to contracts decisions. Consequently, the department is re-evaluating which facility is the best fit for a new Community Options crew.

New performance measures for 2008-09 focus on resource conservation and protection of facility assets. Through the Grounds Division, Facilities Management is installing water-wise landscaping and irrigation systems at different county locations and monitoring the reduction in water consumption that results from these projects. The Maintenance Division will perform building audits of county-maintained facilities. These audits will provide an ongoing method for updating the baseline data collected through the facility assessments. The information from these audits will allow Facilities Management to develop preventive and predictive maintenance plans that will extend the useful life of buildings and equipment thus safeguarding the county's facility assets.

| ADDITIONAL GENERAL FUND FINANCING REQUESTS |   |                   |               |                      |            |  |
|--|---|-------------------|---------------|----------------------|------------|--|
| Rank                                       | Brief Description of Request  | Budgeted Staffing | Appropriation | Departmental Revenue | Local Cost | Proposed 2008-09 Performance Measurement |
| 1.   | Rugged Hand-Held PDAs - BPI Request<br>This enhancement will help FM decrease the amount of time for cost data to reach customers & reduce Work Request backlog by increasing staff efficiency. Information formerly captured manually will now be captured and flow into the CAFM system electronically. | -                 | 135,000       | -                    | 135,000    |  |
|  | <i>Decrease in backlog of work requests</i>   |                   |               |                      |            | 10%                                      |
|  | <b>Total</b>  | -                 | 135,000       | -                    | 135,000    |  |

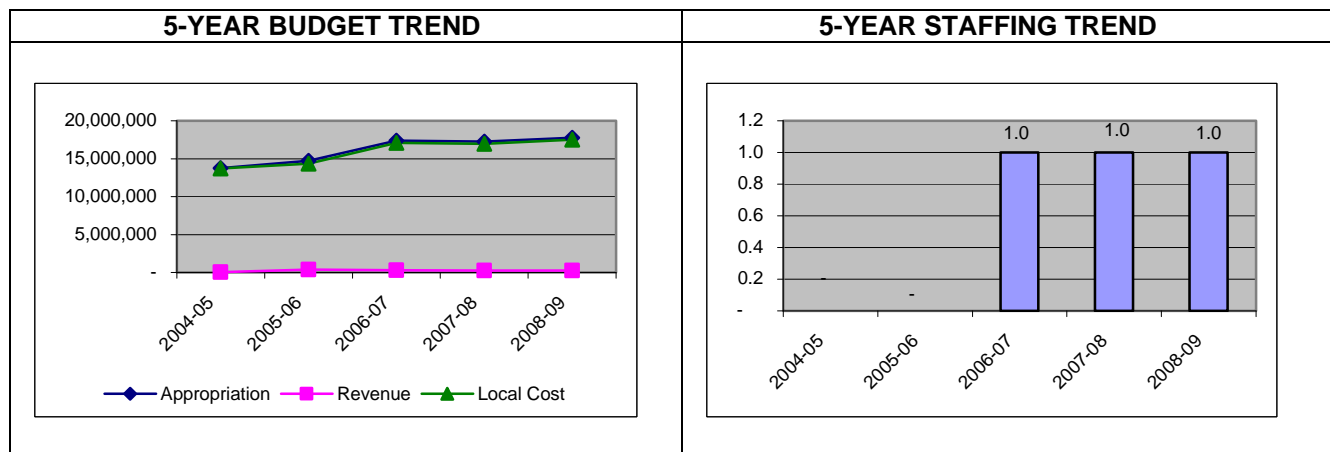


## Utilities

### DESCRIPTION OF MAJOR SERVICES

The county's utility budget funds the cost of electricity, natural gas, water, sewage, refuse disposal, and other related costs for county-owned and various leased facilities.

### BUDGET HISTORY

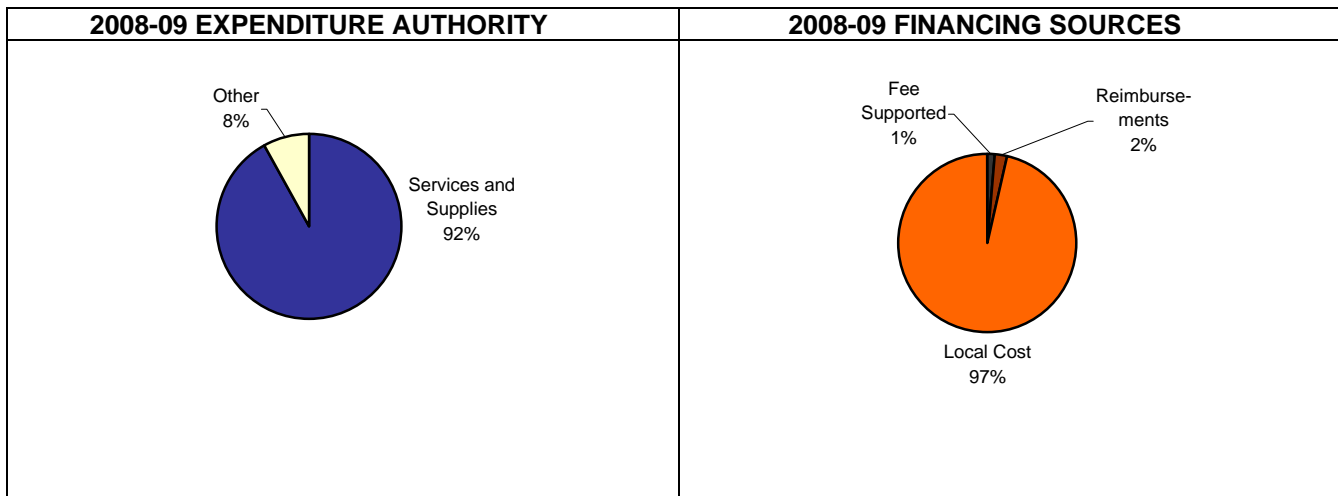


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 13,743,759        | 14,719,997        | 17,393,161        | 17,238,296                    | 16,818,036          |
| Departmental Revenue | 33,133            | 367,637           | 306,949           | 258,043                       | 233,414             |
| Local Cost           | 13,710,626        | 14,352,360        | 17,086,212        | 16,980,253                    | 16,584,622          |
| Budgeted Staffing    |                   |                   |                   | 1.0                           |                     |

Estimated appropriation for 2007-08 is less than the modified budget due mainly to a decrease in electricity costs because of cooler temperatures compared to previous years; this is partly offset by rate increases in water, gas, and disposal. Departmental revenue is less than the modified budget due to a decrease in charges for electricity costs.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Facilities Management - Utilities  
 FUND: General

BUDGET UNIT: AAA UTL  
 FUNCTION: General  
 ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 12,651            | 76,390            | 77,456            | 87,523              | 87,523                     | 87,022                        | (501)  |
| Services and Supplies       | 13,565,489        | 14,478,977        | 17,069,828        | 15,835,633          | 16,156,343                 | 16,641,984                    | 485,641                                      |
| Central Computer            | -                 | -                 | 843               | 906                 | 906                        | 906                           | -  |
| Transfers                   | 470,000           | 470,000           | 588,108           | 1,259,074           | 1,403,548                  | 1,438,092                     | 34,544                                       |
| Total Exp Authority         | 14,048,140        | 15,025,367        | 17,736,235        | 17,183,136          | 17,648,320                 | 18,168,004                    | 519,684                                      |
| Reimbursements              | (304,381)         | (305,370)         | (343,074)         | (365,100)           | (409,984)                  | (413,808)                     | (3,824)                                      |
| Total Appropriation         | 13,743,759        | 14,719,997        | 17,393,161        | 16,818,036          | 17,238,336                 | 17,754,196                    | 515,860                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| State, Fed or Gov't Aid     | -                 | 230,084           | 4,587             | -                   | -                          | -                             | -  |
| Current Services            | -                 | 137,553           | 280,799           | 233,414             | 258,043                    | 246,082                       | (11,961)                                     |
| Other Revenue               | 33,133            | -                 | 21,563            | -                   | -                          | -                             | -  |
| Total Revenue               | 33,133            | 367,637           | 306,949           | 233,414             | 258,043                    | 246,082                       | (11,961)                                     |
| Local Cost                  | 13,710,626        | 14,352,360        | 17,086,212        | 16,584,622          | 16,980,293                 | 17,508,114                    | 527,821                                      |
| Budgeted Staffing           |                   |                   |                   |                     | 1.0                        | 1.0                           | -  |

Salaries and benefits of \$87,022 fund 1.0 budgeted position. The \$501 decrease is due to lower benefits rates.

Services and supplies of \$16,641,984 fund the utility costs. The increase of \$485,641 is due to rate increases in water, disposal, and gas, and to an anticipated increase in electricity under review with the California Public Utilities Commission (CPUC).

Transfers of \$1,438,092 include \$470,000 for bond payments related to the Gilbert Street Complex's heating, ventilating, and air conditioning (HVAC) project completed in 1997. In addition, \$834,544 involves a reclassification from utilities expenditures to reimburse the Administrative Office of the Court (AOC) for the county's share of the utilities cost for the Big Bear and Central Courthouses which were transferred to the state on June 30, 2007. The balance of \$133,548 is due to an allocation of administrative overhead costs to the Facilities Management Administrative Division. The increase of \$34,544 is due to utility's rates increases.

Reimbursements and departmental revenue totaling \$659,890 are charges for utility costs passed on to customers and third parties that occupy county-owned space. The increase of \$3,824 in reimbursements is due to an increase in utility rates. The decrease of \$11,961 in revenue is due to the end of La Verne University's payments for past years' utilities use.



| ADDITIONAL GENERAL FUND FINANCING REQUESTS |   |                      |               |                         |               |   |
|--|---|----------------------|---------------|-------------------------|---------------|---|
| Rank                                       | Brief Description of Request  | Budgeted<br>Staffing | Appropriation | Departmental<br>Revenue | Local<br>Cost | Proposed<br>2008-09<br>Performance<br>Measurement |
|  | Accountability for Utility Usage - BPI Request  | -                    | 75,000        | -                       | 75,000        |   |
|  | This initiative will fund a consultant to assess utility usage in multi-occupant buildings. The data from this assessment will provide essential background information for future policy items and programs designed to maximize efficient use of resources. |                      |               |                         |               |   |
|  | Study Completed and utility usage information provided to departments for which FM pays utility invoices.   |                      |               |                         |               | 100%  |
|  | Alternative Energy Source Assessment - BPI Request  | -                    | 50,000        | -                       | 50,000        |   |
|  | This initiative is a study to assess the use of alternative energy sources. The one-time cost covers the cost for the assessment. The annual cost (TBD) will address implementation and maintenance costs of alternative energy source projects.              |                      |               |                         |               |   |
|  | Assessment Completed.   |                      |               |                         |               | 100%  |
|  | <b>Total</b>  | -                    | 125,000       | -                       | 125,000       |   |



## FLEET MANAGEMENT Roger Weaver

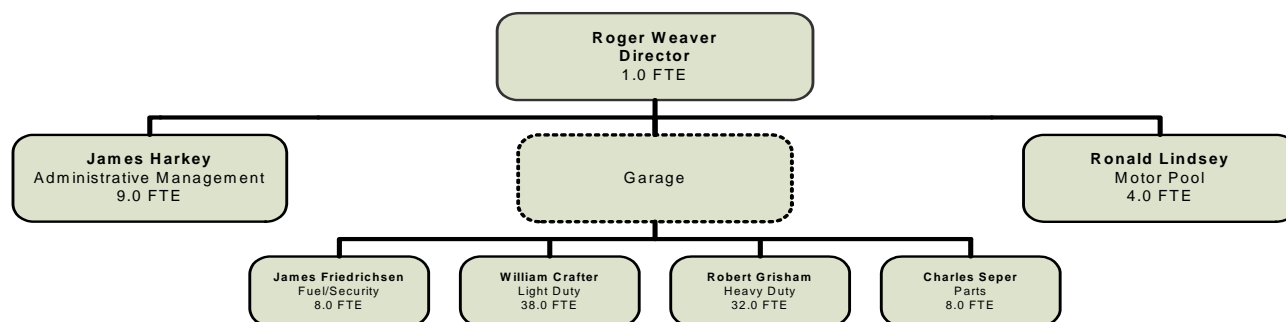
### MISSION STATEMENT

The Fleet Management Department provides vehicles, equipment, and related services to the officials and employees of the County so that they may, in turn, provide services that promote health, safety, well being, and quality of life to the residents of the County.

### STRATEGIC GOALS

1. Maintain current high levels of customer service and user satisfaction.
2. Decrease vehicle downtime for preventive maintenance and routine repairs.
3. Reduce overall motor pool vehicle emissions.

### ORGANIZATIONAL CHART



### SUMMARY OF BUDGET UNITS

|                          | 2008-09       |            |                              |          |
|--------------------------|---------------|------------|------------------------------|----------|
|                          | Operating Exp | Revenue    | Revenue Over/<br>(Under) Exp | Staffing |
| Garage                   | 14,225,859    | 14,483,400 | 257,541                      | 96.0     |
| Motor Pool               | 13,169,738    | 14,306,500 | 1,136,762                    | 4.0      |
| <b>Total - All Funds</b> | 27,395,597    | 28,789,900 | 1,394,303                    | 100.0    |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.



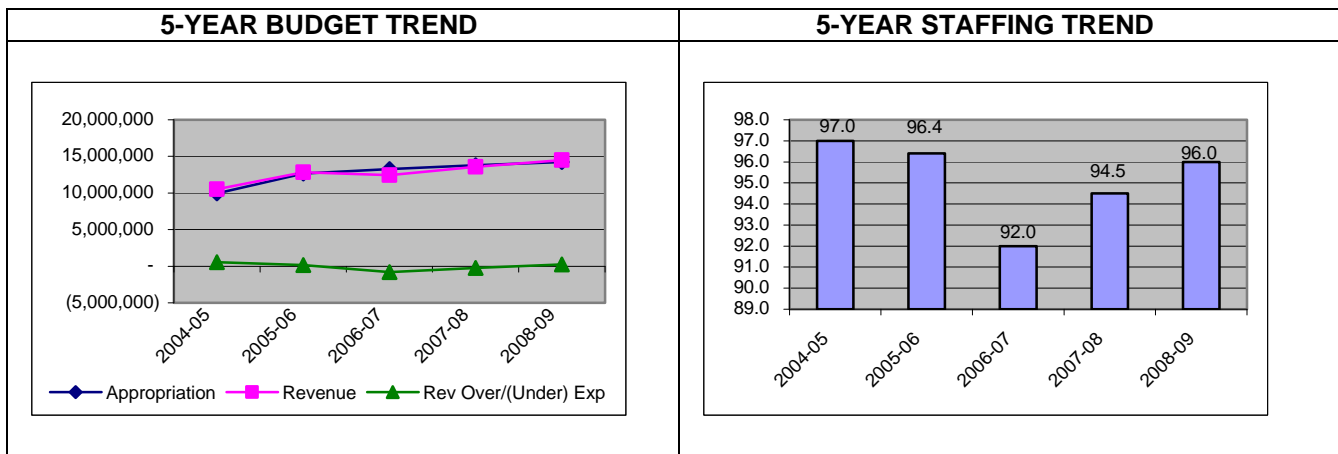
## Garage

### DESCRIPTION OF MAJOR SERVICES

Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication and emergency field services for the county's fleet of vehicles and heavy equipment.

The Garage budget unit is an internal services fund (ISF). All operational costs of the Garage Division are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement of fixed assets, and fund capital improvements. Any excess/shortage is incorporated into the rate structure during the annual rate review process.

### BUDGET HISTORY

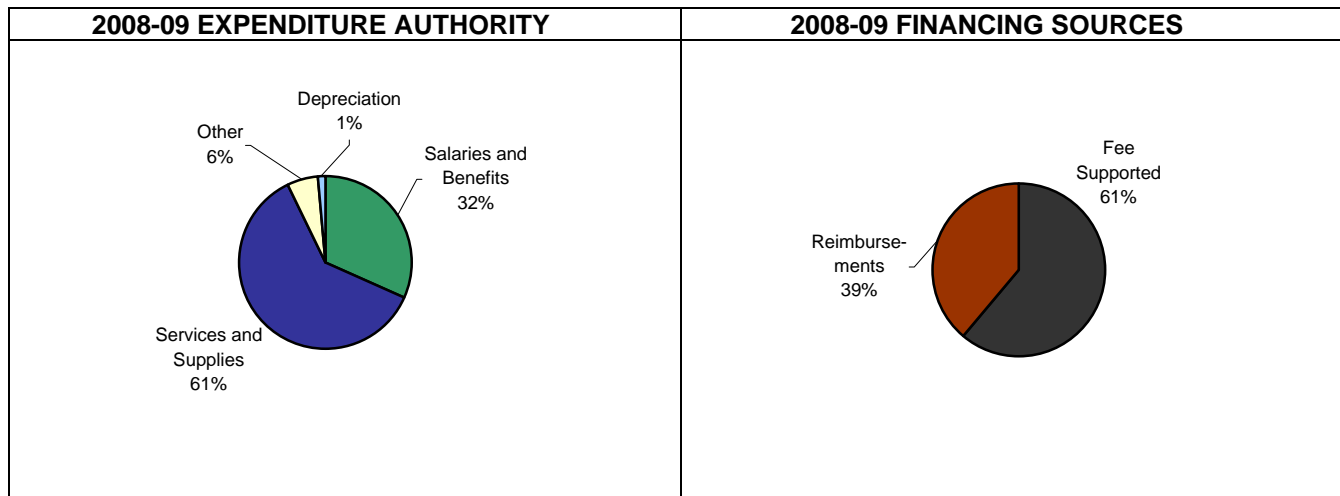


### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 11,632,895        | 12,359,046        | 12,654,267        | 13,808,972                    | 13,301,200          |
| Departmental Revenue                          | 12,153,868        | 11,804,063        | 12,208,423        | 13,588,052                    | 13,202,300          |
| Revenue Over/(Under) Exp                      | 520,973           | (554,983)         | (445,844)         | (220,920)                     | (98,900)            |
| Budgeted Staffing                             |                   |                   |                   | 95                            |                     |
| Fixed Assets                                  | 50,809            | 470,199           | 17,564            | 97,000                        | 22,200              |
| Unrestricted Net Assets Available at Year End | 534,947           | 11,197            | 8,000             |                               | (47,000)            |

Estimated appropriation for 2007-08 is less than the modified budget due to savings in salaries and benefits because of lower than planned demand for services. Departmental revenue is less than the modified budget due to a decrease in reimbursements from the Motor Pool.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Fleet Management  
 FUND: Garage Warehouse

BUDGET UNIT: ICB VHS  
 FUNCTION: General  
 ACTIVITY: Other General

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 5,936,657         | 6,691,953         | 6,898,667         | 7,071,600           | 7,551,792                  | 7,392,478                     | (159,314)                                    |
| Services and Supplies       | 10,216,267        | 11,937,806        | 12,274,855        | 13,446,900          | 13,076,502                 | 14,262,392                    | 1,185,890                                    |
| Central Computer            | 33,232            | 35,463            | 42,784            | 46,800              | 46,785                     | 42,472                        | (4,313)                                      |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 21,000                        | 21,000                                       |
| Transfers                   | 604,810           | 564,854           | 799,715           | 909,200             | 864,993                    | 1,253,317                     | 388,324                                      |
| Total Exp Authority         | 16,790,966        | 19,230,076        | 20,016,021        | 21,474,500          | 21,540,072                 | 22,971,659                    | 1,431,587                                    |
| Reimbursements              | (5,383,722)       | (7,235,155)       | (7,736,958)       | (8,493,000)         | (8,021,100)                | (9,193,600)                   | (1,172,500)                                  |
| Total Appropriation         | 11,407,244        | 11,994,921        | 12,279,063        | 12,981,500          | 13,518,972                 | 13,778,059                    | 259,087                                      |
| Depreciation                | 225,651           | 268,435           | 273,100           | 290,000             | 290,000                    | 345,000                       | 55,000                                       |
| Operating Transfers Out     | -                 | 95,690            | 102,104           | 29,700              | -                          | 102,800                       | 102,800                                      |
| Total Requirements          | 11,632,895        | 12,359,046        | 12,654,267        | 13,301,200          | 13,808,972                 | 14,225,859                    | 416,887                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 20,627            | 53,217            | 67,226            | 65,000              | 58,000                     | 68,000                        | 10,000                                       |
| State, Fed or Gov't Aid     | 1,188             | 166               | -                 | 600                 | -                          | -                             | -  |
| Current Services            | 10,075,523        | 11,743,636        | 12,139,751        | 13,134,700          | 13,530,052                 | 14,415,400                    | 885,348                                      |
| Other Revenue               | (23,812)          | 7,044             | 1,446             | 2,000               | -                          | -                             | -  |
| Other Financing Sources     | 80,342            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 10,153,868        | 11,804,063        | 12,208,423        | 13,202,300          | 13,588,052                 | 14,483,400                    | 895,348                                      |
| Operating Transfers In      | 2,000,000         | -                 | -                 | -                   | -                          | -                             | -  |
| Total Financing Sources     | 12,153,868        | 11,804,063        | 12,208,423        | 13,202,300          | 13,588,052                 | 14,483,400                    | 895,348                                      |
| Rev Over/(Under) Exp        | 520,973           | (554,983)         | (445,844)         | (98,900)            | (220,920)                  | 257,541                       | 478,461                                      |
| Budgeted Staffing           |                   |                   |                   |                     | 94.5                       | 96.0                          | 1.5  |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Improvement to Structures   | 44,538            | 470,199           | -                 | -                   | -                          | -                             | -  |
| Equipment                   | 6,271             | -                 | 17,564            | 22,200              | 97,000                     | 49,000                        | (48,000)                                     |
| Total Fixed Assets          | 50,809            | 470,199           | 17,564            | 22,200              | 97,000                     | 49,000                        | (48,000)                                     |

Salaries and benefits of \$7,392,478 fund 96.0 budgeted positions. The decrease of \$159,314 reflects decreased workers' compensation charges. The increase of 1.5 budgeted staffing represents a 1.0 increase for an Administrative Supervisor I and a 0.5 increase for a Public Service Employee.

Services and supplies of \$14,262,392 include \$9.3 million for the purchase of fuel and \$3.7 million for the purchase of automotive parts and payments of sublet services. The increase of \$1,185,890 is due to cost adjustments for fuel, parts and sublet services, and it is partially offset by a decrease in COWCAP charges and liability insurance costs.



Travel is a new appropriation unit for 2008-09. The amount budgeted of \$21,000 reflects anticipated travel costs in the areas of conference for \$9,200, training fees for \$1,800, hotel for \$4,700, and \$3,500 for air travel. The balance of \$1,800 is for meals, car rental and private mileage. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$1,253,317 include \$810,000 for intra-department charges between the Garage's cost centers and \$288,000 for the remainder of vehicle charges paid to Motor Pool. The increase of \$388,324 is to recognize allocation of salaries and benefits associated with hourly shop rates, parts mark-ups, and fuel mark-ups in order to facilitate Garage's rates review as recommended by the Auditor/Controller-Recorder's Office.

Reimbursements of \$9,193,600 are primarily received from Motor Pool for fuel, maintenance, repairs, and allocated department overhead. The balance of reimbursements is for intra-department charges between the Garage's cost centers. The increase of \$1,172,500 is due mainly to cost increases for fuel and automotive parts, increases in the number of miles driven, and to Board-approved rate adjustments for Garage services and mark-ups.

Operating transfers out of \$102,800 represents a repayment to Motor Pool for prior-year's projects for the replacement of fuel tanks and an upgrade of the heating, ventilation and air conditioning (HVAC) units in the department's buildings 1 and 6, as well as a request for a building construction in the Barstow Service Center in 2008-09.

Current services revenue of \$14,415,400 is from maintenance and repair services, and from the sale of fuel. The increase of \$885,348 is due primarily to cost adjustments for fuel and parts, and to Board-approved rate adjustments for Garage services and mark-ups.

Fixed assets of \$49,000 is for Garage's various shops performing revenue-generating functions. The decrease of \$48,000 is due primarily to equipment no longer needed.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage of respondents satisfied with Fleet Management services.   | 95%               | 95%                  | 95%                  | 95%                  |
| Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management. | 72%               | 75%                  | 74%                  | 76%                  |
| Percentage of repairs completed within two days of vehicle delivery to Fleet Management.                                | 84%               | 75%                  | 84%                  | 85%                  |

To measure customer satisfaction, survey placards are placed in vehicles upon completion of any service. In 2006-07, the department completed a customer sensitivity training for its employees to augment the county's Service FIRST training.

The department measures maintenance turnaround times by noting the start and completion times on each preventive maintenance and repair work order.



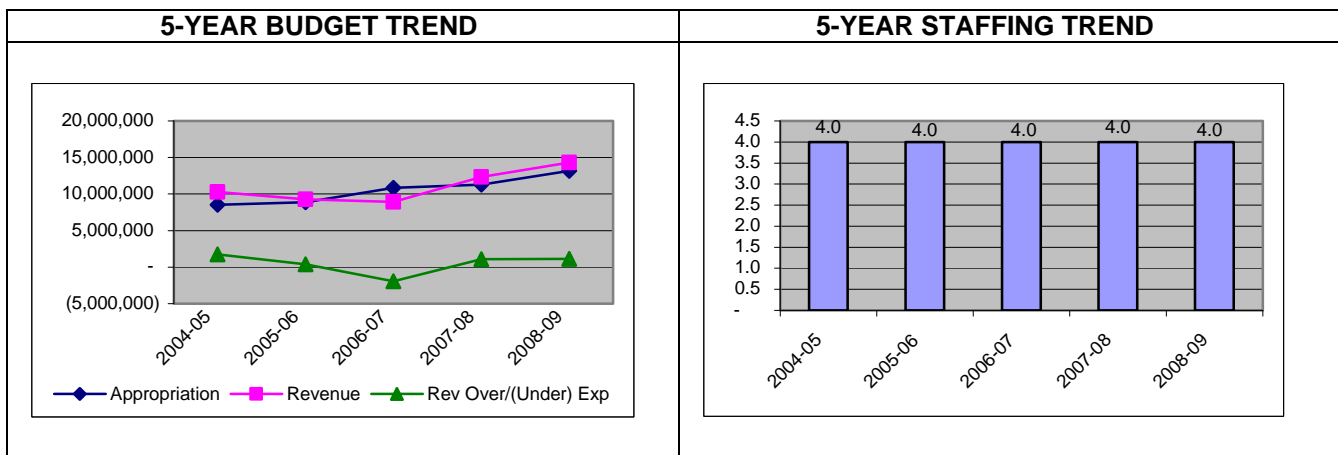
## Motor Pool

### DESCRIPTION OF MAJOR SERVICES

Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,700 automobiles, vans, pick-up trucks and various specialty vehicles assigned to county departments. Motor Pool coordinates the collection and distribution of vehicle replacement, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

The Motor Pool budget unit is an internal service fund (ISF). All operational costs of the Motor Pool Division are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement of fixed assets, and fund capital improvements. Any excess/shortage is incorporated into the rate structure during the annual rate review process.

### BUDGET HISTORY



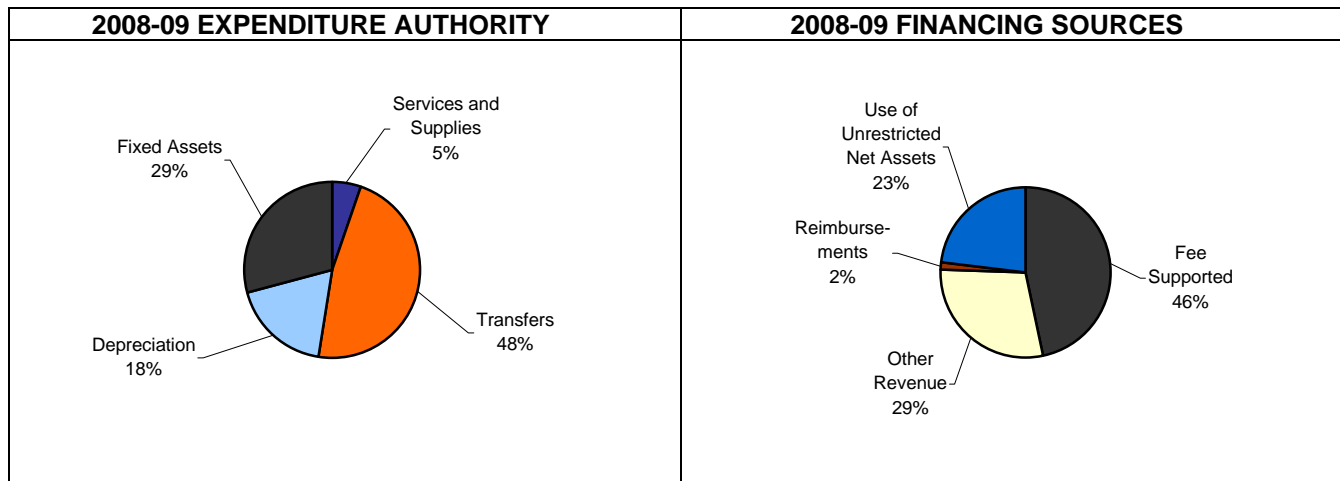
### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 9,656,163         | 10,235,900        | 11,059,794        | 11,273,120                    | 11,871,400          |
| Departmental Revenue                          | 9,604,368         | 9,081,927         | 11,334,246        | 12,346,300                    | 13,163,900          |
| Revenue Over/(Under) Exp                      | (51,795)          | (1,153,973)       | 274,452           | 1,073,180                     | 1,292,500           |
| Budgeted Staffing                             |                   |                   |                   | 4.0                           |                     |
| Fixed Assets                                  | 2,647,463         | 3,032,580         | 4,131,273         | 5,000,000                     | 4,956,000           |
| Unrestricted Net Assets Available at Year End | 11,152,970        | 7,200,860.00      | 7,475,312         |                               | 5,789,000           |

Estimated appropriation for 2007-08 is more than the modified budget due to increases in cost of fuel and automotive parts. The estimated departmental revenue is more than the modified budget due to an increase in miles driven by the user departments.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Fleet Management  
 FUND: Motor Pool

BUDGET UNIT: IBA VHS  
 FUNCTION: General  
 ACTIVITY: Other General

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|---|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>                          |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits                         | 167,767           | 188,438           | 212,044           | 228,000             | 228,896                    | 232,300                       | 3,404  |
| Services and Supplies                         | 458,794           | 790,749           | 577,676           | 1,041,900           | 999,968                    | 968,503                       | (31,465)                                     |
| Central Computer                              | 2,409             | 3,319             | 4,149             | 4,200               | 4,200                      | 3,314                         | (886)  |
| Travel  | -                 | -                 | -                 | -                   | -                          | 4,000                         | 4,000  |
| Transfers                                     | 4,905,681         | 6,810,439         | 7,188,379         | 7,972,200           | 7,470,556                  | 8,384,421                     | 913,865                                      |
| Total Exp Authority                           | 5,534,651         | 7,792,945         | 7,982,248         | 9,246,300           | 8,703,620                  | 9,592,538                     | 888,918                                      |
| Reimbursements                                | (108,208)         | (108,137)         | (248,279)         | (269,000)           | (280,500)                  | (287,800)                     | (7,300)                                      |
| Total Appropriation                           | 5,426,443         | 7,684,808         | 7,733,969         | 8,977,300           | 8,423,120                  | 9,304,738                     | 881,618                                      |
| Depreciation                                  | 2,229,720         | 2,551,092         | 2,700,000         | 2,850,000           | 2,850,000                  | 3,390,000                     | 540,000                                      |
| Operating Transfers Out                       | 2,000,000         | -                 | 625,825           | 44,100              | -                          | 475,000                       | 475,000                                      |
| Total Requirements                            | 9,656,163         | 10,235,900        | 11,059,794        | 11,871,400          | 11,273,120                 | 13,169,738                    | 1,896,618                                    |
| <b>Departmental Revenue</b>                   |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop State, Fed or Gov't Aid | 233,205           | 325,106           | 318,538           | 300,000             | 218,000                    | 218,000                       | -  |
| Current Services                              | -                 | -                 | -                 | -                   | -                          | 74,400                        | 74,400                                       |
| Other Revenue                                 | 6,543,950         | 5,748,766         | 6,311,587         | 7,855,600           | 7,384,800                  | 8,802,300                     | 1,417,500                                    |
| Other Financing Sources                       | 2,470,309         | 2,470,171         | 4,198,672         | 4,543,300           | 4,343,500                  | 4,619,000                     | 275,500                                      |
|   | 356,904           | 528,684           | 502,649           | 460,000             | 400,000                    | 490,000                       | 90,000                                       |
| Total Revenue                                 | 9,604,368         | 9,072,727         | 11,331,446        | 13,158,900          | 12,346,300                 | 14,203,700                    | 1,857,400                                    |
| Operating Transfers In                        | -                 | 9,200             | 2,800             | 5,000               | -                          | 102,800                       | 102,800                                      |
| Total Financing Sources                       | 9,604,368         | 9,081,927         | 11,334,246        | 13,163,900          | 12,346,300                 | 14,306,500                    | 1,960,200                                    |
| Rev Over/(Under) Exp                          | (51,795)          | (1,153,973)       | 274,452           | 1,292,500           | 1,073,180                  | 1,136,762                     | 63,582                                       |
| Budgeted Staffing                             |                   |                   |                   |                     | 4.0                        | 4.0                           | -  |
| <b>Fixed Assets</b>                           |                   |                   |                   |                     |                            |                               |  |
| Equipment                                     | 23,553            | -                 | -                 | -                   | -                          | 145,000                       | 145,000                                      |
| Vehicles                                      | 2,623,910         | 3,032,580         | 4,131,273         | 4,956,000           | 5,000,000                  | 5,330,000                     | 330,000                                      |
| Total Fixed Assets                            | 2,647,463         | 3,032,580         | 4,131,273         | 4,956,000           | 5,000,000                  | 5,475,000                     | 475,000                                      |

Salaries and benefits of \$232,300 fund 4.0 budgeted positions. The increase of \$3,404 reflects step increases offset by a decrease in retirement rates and workers' compensation charges.

Services and supplies of \$968,503 include \$388,000 for liability insurance costs, \$175,000 for COWCAP charges, \$159,000 for the purchase and installation of Global Positioning Units (GPS) for existing Motor Pool vehicles, and \$74,400 to install new decals and logos on county vehicles. The decrease of \$31,465 reflects lower cost for liability insurance.



Travel is a new appropriation unit for 2008-09. The amount budgeted of \$4,000 reflects anticipated travel costs for training fees. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$8,384,421 are payments to the Garage budget unit for fuel, maintenance, and repairs for Motor Pool vehicles. The increase of \$913,865 is due mainly to rising fuel and automotive parts costs.

Reimbursements of \$287,800 include payments from other departments for vehicle purchases. The increase of \$7,300 is due to an increase in miles driven by vehicles assigned to the Garage.

Operating transfers out of \$475,000 represents costs for a new building construction in the Barstow Service Center.

Revenue increase of \$1,857,400 includes a Board-approved grant application to South Coast Air Quality Management District (SCAQMD) for the purchase of Global Positioning Units (GPS) for \$74,400. Current services and other revenues increase a combined total of \$1,693,000 due to Board-approved Motor Pool rate adjustments. The increase of \$90,000 in revenue from other financing sources is due to an estimated increase in auction proceeds from the sale of surplus county vehicles.

Operating transfers in of \$102,800 constitute partial payment from the Garage for projects completed in 2007-08 and a new project in 2008-09.

The budget for vehicle purchases is increasing by \$330,000 because based on the vehicle replacement policy, the number of vehicles to be purchased in 2008-09 will increase. These purchases will also increase the number of Motor Pool vehicles classified as ultra low emission vehicles (ULEV). Equipment of \$145,000 reflects an anticipated need for the use of generators by county departments.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure                              | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage of Motor Pool vehicles classified as ULEV or better. | 35%               | 45%                  | 45%                  | 55%                  |

During its regular purchasing cycle, Fleet Management will continue replacing the existing fleet with ultra low emission vehicles (ULEV) or better, including hybrids and other low emission technologies. It is estimated that the entire fleet will consist of only ULEV's (or better) by 2009-10 (excluding a small percentage of specialty vehicles).



## LAND USE SERVICES DEPARTMENT

### Julie Rynerson Rock

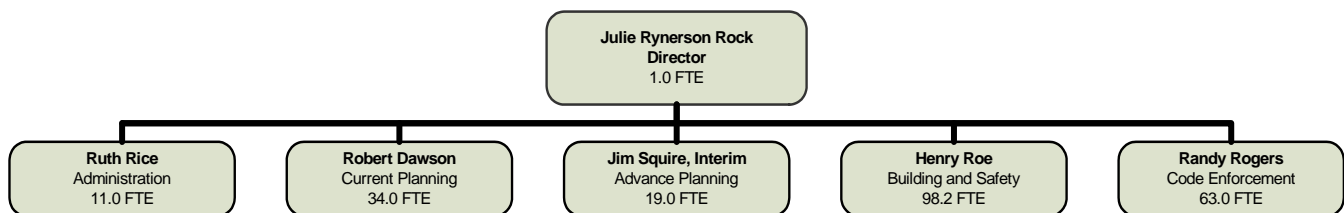
#### MISSION STATEMENT

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

#### STRATEGIC GOALS

1. Advance Planning: Decrease processing times for mining applications or reclamation permits.
2. Current Planning: Decrease the processing time for "applications accepted" as complete or return to applicant in a timely fashion.
3. Building and Safety: Decrease the processing time for plan review services to the adopted service standards of residential - 10 working days; subdivisions and multi-residential - 20 working days; and grading and non-residential - 30 working days.
4. Code Enforcement: Increase the number of initial inspections performed within three weeks of receiving complaint.
5. Fire Hazard Abatement: Increase the number of abatements performed from the date of non-compliance final notice (NCFN).

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

|                           | 2008-09           |                   |                  |              |              |
|---------------------------|-------------------|-------------------|------------------|--------------|--------------|
|                           | Appropriation     | Revenue           | Local Cost       | Fund Balance | Staffing     |
| <b>General Fund</b>       |                   |                   |                  |              |              |
| Administration            | -                 | -                 | -                |              | 12.0         |
| Advance Planning          | 4,149,019         | 2,424,235         | 1,724,784        |              | 19.0         |
| Current Planning          | 3,335,080         | 3,335,080         | -                |              | 34.0         |
| Building and Safety       | 10,244,406        | 10,244,406        | -                |              | 98.2         |
| Code Enforcement          | 4,993,795         | 560,300           | 4,433,495        |              | 41.0         |
| Fire Hazard Abatement     | 2,851,163         | 2,851,163         | -                |              | 22.0         |
| <b>Total General Fund</b> | <b>25,573,463</b> | <b>19,415,184</b> | <b>6,158,279</b> |              | <b>226.2</b> |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.

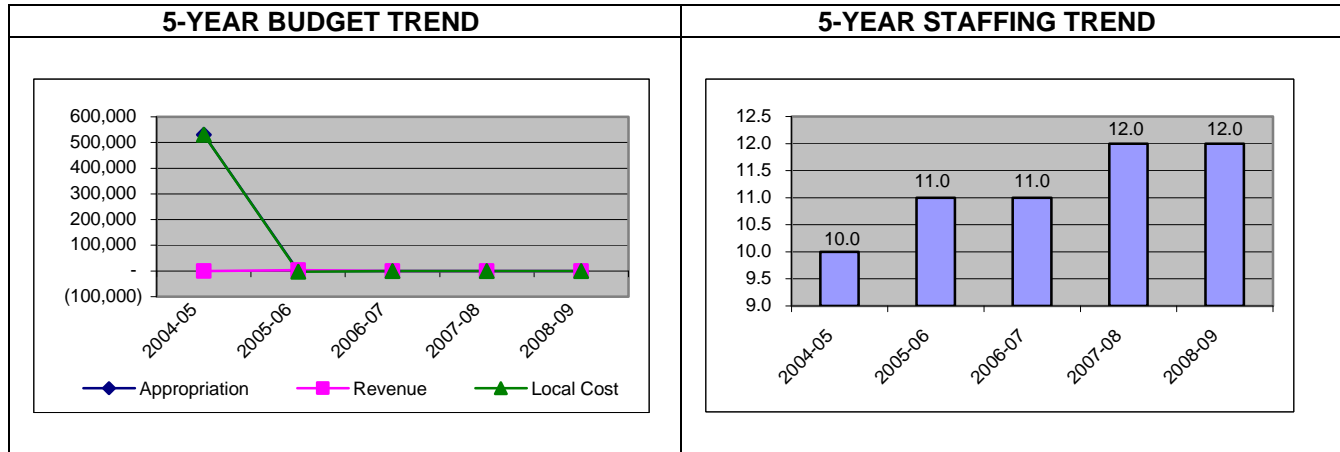


## Administration

### DESCRIPTION OF MAJOR SERVICES

The Administration Division provides administrative support including centralized budgeting, personnel, and automation services to the department's Current Planning, Advance Planning, Building and Safety, Code Enforcement, and Fire Hazard Abatement divisions.

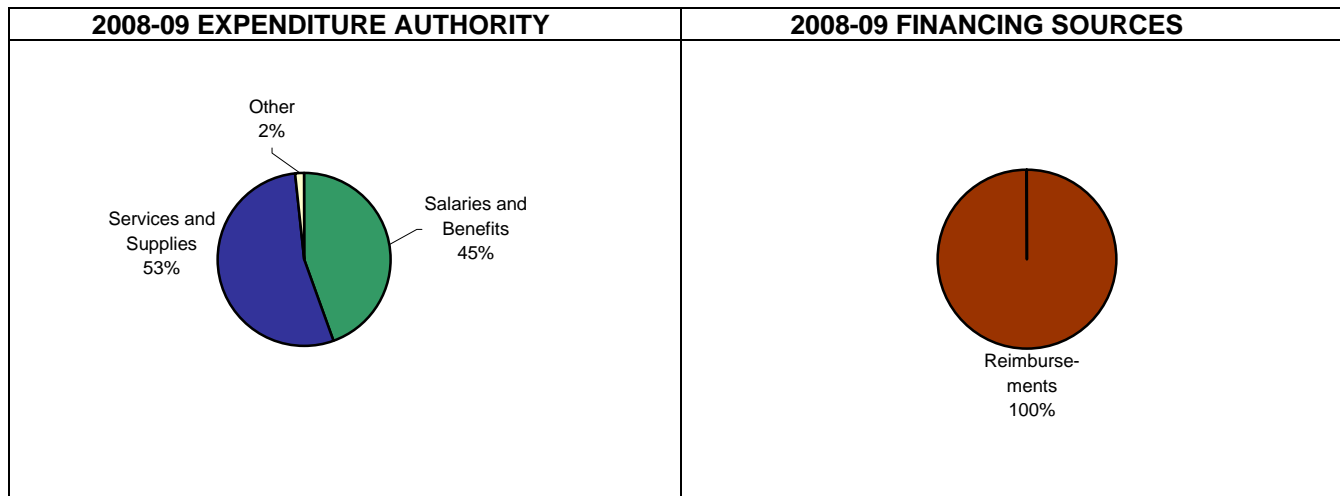
### BUDGET HISTORY



### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 530,231           | 168               | 176               | -                             | -                   |
| Departmental Revenue | 156               | 3,501             | -                 | -                             | -                   |
| Local Cost           | 530,075           | (3,333)           | 176               | -                             | -                   |
| Budgeted Staffing    |                   |                   |                   | 12.0                          |                     |

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Land Use Services - Administration  
 FUND: General

BUDGET UNIT: AAA LUS  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 740,207           | 847,056           | 931,347           | 996,667             | 1,059,156                  | 1,123,770                     | 64,614                                       |
| Services and Supplies       | 1,231,865         | 690,157           | 856,192           | 1,134,837           | 1,148,837                  | 1,305,609                     | 156,772                                      |
| Central Computer            | 9,455             | 11,514            | 21,361            | 34,925              | 34,925                     | 33,685                        | (1,240)                                      |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 14,500                        | 14,500                                       |
| Equipment                   | 27,030            | 10,019            | -                 | -                   | -                          | -                             | -  |
| Transfers                   | 126,408           | 2,020             | 2,821             | 2,902               | 2,902                      | 44,165                        | 41,263                                       |
| Total Exp Authority         | 2,134,965         | 1,560,766         | 1,811,721         | 2,169,331           | 2,245,820                  | 2,521,729                     | 275,909                                      |
| Reimbursements              | (1,604,734)       | (1,560,598)       | (1,811,545)       | (2,169,331)         | (2,245,820)                | (2,521,729)                   | (275,909)                                    |
| Total Appropriation         | 530,231           | 168               | 176               | -                   | -                          | -                             | -  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | 673               | 3,115             | -                 | -                   | -                          | -                             | -  |
| Other Revenue               | (517)             | 386               | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 156               | 3,501             | -                 | -                   | -                          | -                             | -  |
| Local Cost                  | 530,075           | (3,333)           | 176               | -                   | -                          | -                             | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 12.0                       | 12.0                          | -  |

Salaries and benefits of \$1,123,770 fund 12.0 budgeted positions. The increase of \$64,614 is due to yearly step adjustments.

Services and supplies of \$1,305,609 include an increase of \$156,772 due to increased COWCAP and computer-related expenses; this is partially offset by a decrease in general office expenses due to the reclassification of some of these expenditures to transfers.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$14,500 reflects anticipated travel costs for job related activities such as CSAC statewide committees, Greenhouse Gas Emissions meetings, memberships in professional organizations, and staff training. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

All expenditures in this budget unit, totaling \$2,521,729, are fully reimbursed from the department's operational budgets, which results in a budget increase of \$275,909 in reimbursements.



| ADDITIONAL GENERAL FUND FINANCING REQUESTS |   |                      |               |                         |               |   |
|--|---|----------------------|---------------|-------------------------|---------------|---|
| Rank                                       | Brief Description of Request  | Budgeted<br>Staffing | Appropriation | Departmental<br>Revenue | Local<br>Cost | Proposed<br>2008-09<br>Performance<br>Measurement |
| 1.   | <p>"Project Dox" - BPI Request</p> <p>In order to show a commitment on the part of the County and the departments involved in the development and construction review process, the Land Use Services Department (LUSD) is proposing the purchase and implementation of "Project Dox". This is a third-party, web-based enhancement which enables a county-wide, end-to-end electronic process for development and construction plan review. This product will be a major step forward in addressing the commitment of the Board of Supervisors to become "Green County San Bernardino" through the submission of electronic files rather than paper, provides many benefits, and will improve customer service.</p> | -                    | 440,000       | -                       | 440,000       |   |
|  | Complete Installation and customization of the "Project Dox" software.  |                      |               |                         |               | 100%  |
| <b>Total</b>                               |   | -                    | 440,000       | -                       | 440,000       |   |

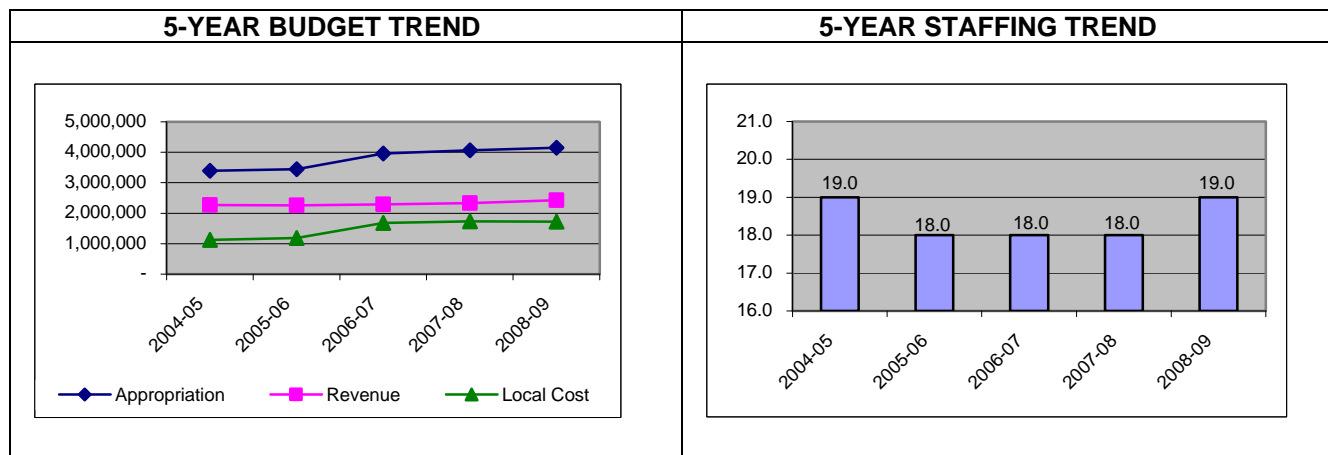


## Advance Planning

### DESCRIPTION OF MAJOR SERVICES

The Advance Planning Division prepares short and long-range plans for the development of the county and the conservation of its resources, including the county general plan and various specific plans. In addition, this division is responsible for inspections of mining facilities and mine reclamation plans, and provides professional staff assistance to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances. This division prepares the county general plan every ten to fifteen years. As part of the 2002-03 budget, a special revenue fund was created to track costs related to the update process.

### BUDGET HISTORY



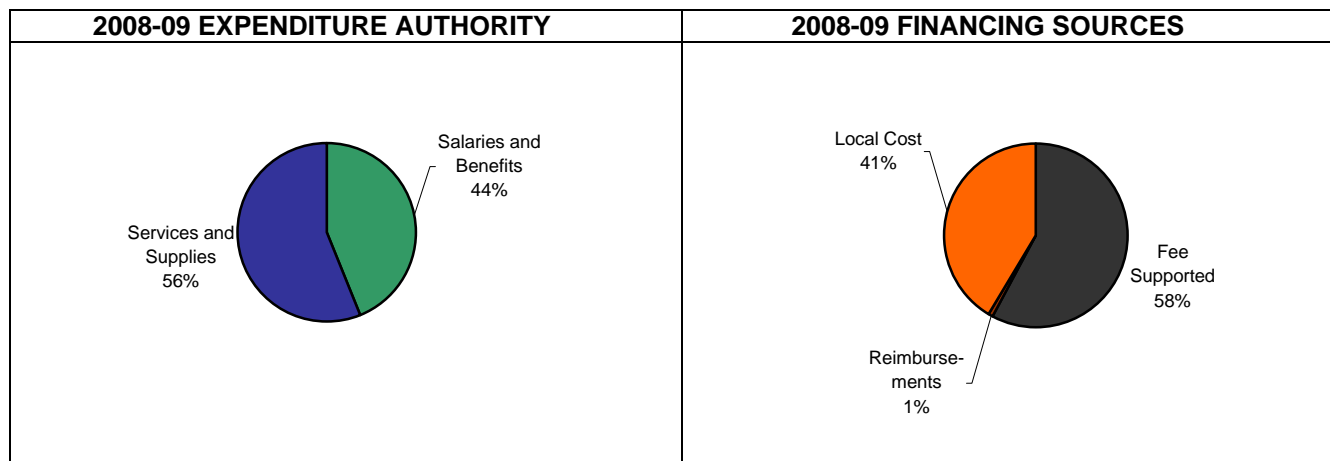
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 1,678,322         | 2,201,701         | 2,604,064         | 4,094,230                     | 2,392,001           |
| Departmental Revenue | 679,697           | 1,007,295         | 1,018,133         | 2,328,829                     | 626,600             |
| Local Cost           | 998,625           | 1,194,406         | 1,585,931         | 1,765,401                     | 1,765,401           |
| Budgeted Staffing    |                   |                   |                   | 18.0                          |                     |

Estimated appropriation for 2007-08 is less than the modified budget due to vacant planner positions resulting from recruitment and retention issues and decreased professional services expenditures due to reduced Environmental Impact Review (EIR) requirements. Departmental revenue is less than the modified budget because of fewer than anticipated environmental impact reviews completed.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Land Use Services - Advance Planning  
FUND: General

BUDGET UNIT: AAA ADV  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,013,488         | 1,277,890         | 1,436,749         | 1,544,318           | 1,689,564                  | 1,747,768                     | 58,204                                       |
| Services and Supplies       | 580,329           | 832,420           | 1,063,796         | 680,759             | 2,251,259                  | 2,201,307                     | (49,952)                                     |
| Central Computer            | -                 | -                 | 18,536            | 25,259              | 20,634                     | 21,558                        | 924  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 12,500                        | 12,500                                       |
| Transfers                   | 147,425           | 180,495           | 190,831           | 201,989             | 163,097                    | 201,210                       | 38,113                                       |
| Total Exp Authority         | 1,741,242         | 2,290,805         | 2,709,912         | 2,452,325           | 4,124,554                  | 4,184,343                     | 59,789                                       |
| Reimbursements              | (62,920)          | (89,104)          | (105,848)         | (60,324)            | (60,324)                   | (35,324)                      | 25,000                                       |
| Total Appropriation         | 1,678,322         | 2,201,701         | 2,604,064         | 2,392,001           | 4,064,230                  | 4,149,019                     | 84,789                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | 674,308           | 999,115           | 1,012,896         | 619,600             | 2,321,829                  | 2,417,235                     | 95,406                                       |
| Other Revenue               | 5,389             | 8,180             | 5,237             | 7,000               | 7,000                      | 7,000                         | -  |
| Total Revenue               | 679,697           | 1,007,295         | 1,018,133         | 626,600             | 2,328,829                  | 2,424,235                     | 95,406                                       |
| Local Cost                  | 998,625           | 1,194,406         | 1,585,931         | 1,765,401           | 1,735,401                  | 1,724,784                     | (10,617)                                     |
| Budgeted Staffing           |                   |                   |                   |                     | 18.0                       | 19.0                          | 1.0  |

Salaries and benefits of \$1,747,768 fund 19.0 budgeted positions, which is an increase of \$58,204. Appropriation adjustments reflect an increase of 1.0 budgeted position for an intern position classified as a Public Service Employee. A Geographic Information System (GIS) Technician II position was reclassified to a Land Use Technician II position due to the adoption of the General Plan Update. The Land Use Technician II can perform normal technician duties as well as perform limited GIS Technician work that pertains to ongoing General Plan amendments.

Approximately 80% (\$1,785,071) of services and supplies costs of \$2,201,307 are budgeted for contract services related to the completion of various environmental impact reports. These costs are fully paid by the applicant through fees included in the county's fee ordinance. Additionally, \$320,000 is included for costs related to the completion of various commercial area and community plans. The decrease of \$49,952 is due to reductions in professional services, ISD Geographic Information Management costs, and reduced Risk Management charges.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$12,500 reflects anticipated travel costs for continuing education requirements (\$10,500) and memberships (\$2,000) for certified planners. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.



Transfers of \$201,210 are increased by \$38,113 due to the reallocation of departmental administrative costs paid by the various operational budgets to the Land Use Services Administration budget unit.

Reimbursements of \$35,324 are payments from other general fund departments for services provided. There is a decrease of \$25,000 because funding from Public Works for the General Plan Update is no longer needed.

Departmental revenue of \$2,424,235 is primarily from planning services and the preparation of environmental impact reports. The increase of \$95,406 is due to Board-approved adjustments to hourly billing rates in 2007-08.

| ADDITIONAL GENERAL FUND FINANCING REQUESTS |  |                   |               |                      |            |  |
|--|--|-------------------|---------------|----------------------|------------|--|
| Rank                                       | Brief Description of Request   | Budgeted Staffing | Appropriation | Departmental Revenue | Local Cost | Proposed 2008-09 Performance Measurement |
| 1.   | West Mojave Plan - Policy Item<br>The West Mojave Plan is a multi-agency conservation program in the western Mojave Desert. The plan is intended to establish a regional conservation strategy for federal, state, and local governments, as well as private property owners, industries and public lands users to comply with the requirements of the state and federal Endangered Species Acts (ESAs). The proposed Habitat Conservation Plan is designed to allow for continued growth of the areas within the High Desert region, the communities of the Morongo Basin easterly to the City of Twenty-nine Palms, as well as the City of Barstow and surrounding areas. Several follow-on actions still must be taken by state agencies and the 11 cities and four counties in order for the plan to apply to private and state land.  | -                 | 75,000        | -                    | 75,000     |  |
|  | Complete the selection of a consultant for a supplemental EIR for the HCP for the West Mojave Plan.  |                   |               |                      |            | 100%                                     |
| 2.   | Santa Ana Wash Plan - Policy Item<br>In August 2002, the Board approved participation in the Upper Santa Ana River Wash Land Management and Habitat Conservation Plan Task Force. The Task Force is a consortium of public and private entities. The Board also authorized a funding contribution in the amount of \$53,117 from the General Fund Budget and an amount of up to \$53,117 from the Flood Control Budget for FY2002-03. The contributions represented a 6.061% share for the two County entities in the total plan budget. The cost shares were determined based on a benefit basis. An administrative draft of the plan and the Draft EIR have been prepared to date. However, there have been cost over-runs that have resulted in the need for budget augments to the consultant preparing the plan with corresponding requests for additional contributions from members of the Taskforce. The County and the County Flood Control District have been invoiced \$15,095 each to cover the County's share of the increased Wash Plan costs during the 2007-08 fiscal year. This policy item is included in the FY2008-09 Business Plan to cover anticipated additional costs of up to \$30,000 to complete the Final EIR and Habitat Conservation Plan (HCP). | -                 | 30,000        | -                    | 30,000     |  |
|  | Complete the selection of a consultant to prepare the Cedar Avenue (Bloomington) Specific Plan.  |                   |               |                      |            | 100%                                     |
| 3.   | Cedar Avenue (Bloomington) Specific Plan - Policy Item<br>Preparation of a comprehensive guide for quality land development with a viable program for building and financing the infrastructure necessary to support the Cedar Avenue (Bloomington) area.  | -                 | 300,000       | -                    | 300,000    |  |
|  | Complete the selection of a consultant to prepare the Cedar Avenue (Bloomington) Specific Plan.  |                   |               |                      |            | 100%                                     |
| 4.   | Helendale-Silver Lakes Specific Plan - Policy Item<br>Preparation of a comprehensive guide for quality land development with a viable program for building and financing the infrastructure necessary to support the Helendale-Silver Lakes area.  | -                 | 400,000       | -                    | 400,000    |  |
|  | Complete the selection of a consultant to prepare the Mountain Top Planning Area Plan.   |                   |               |                      |            | 100%                                     |
| 5.   | Snow Drop Road Area Plan - Policy Item<br>The Area Plan would provide more specific policy direction and development standards at a level of detail below the Region and Community Plan levels. The Snow Drop Area is in need of more precise development standards that establish residential densities consistent with the topographic, hazard overlay, infrastructure and access constraints that exist in this foothill area of the San Gabriel Mountains.   | -                 | 175,000       | -                    | 175,000    |  |
|  | Complete the area plan.  |                   |               |                      |            | 100%                                     |
| <b>Total</b>                               |  | -                 | 980,000       | -                    | 980,000    |  |

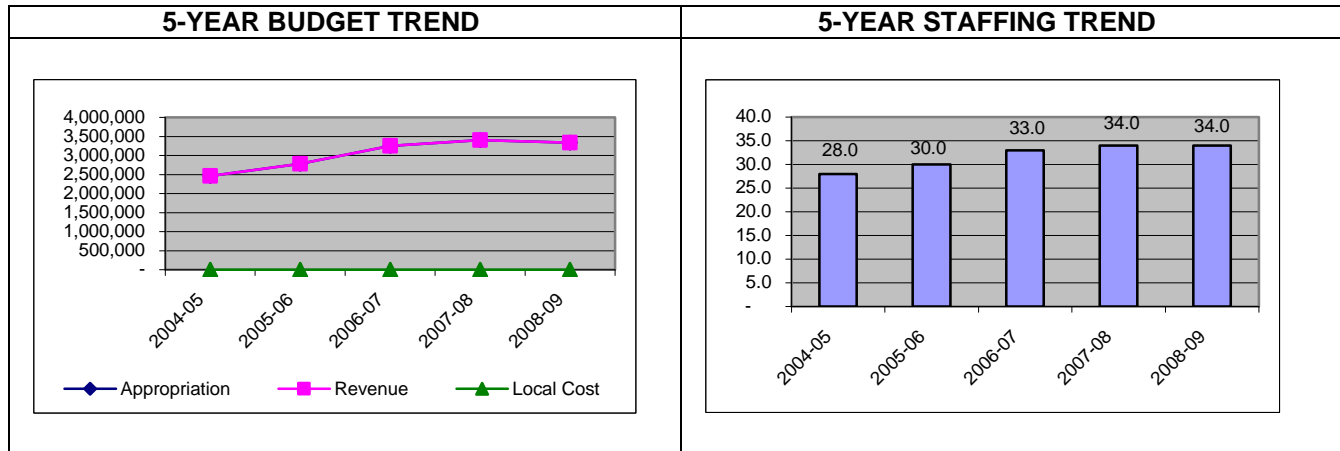
The mining section is now fully staffed with experienced employees who have improved the review and turn around time. At this time, the division anticipates meeting the target or being very close to doing so.

## Current Planning

### DESCRIPTION OF MAJOR SERVICES

The Current Planning Division reviews all land use applications for compliance with county codes and environmental laws and administers short-term implementing measures for land use, housing, and community design. In addition, professional staff assistance is provided to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances.

### BUDGET HISTORY

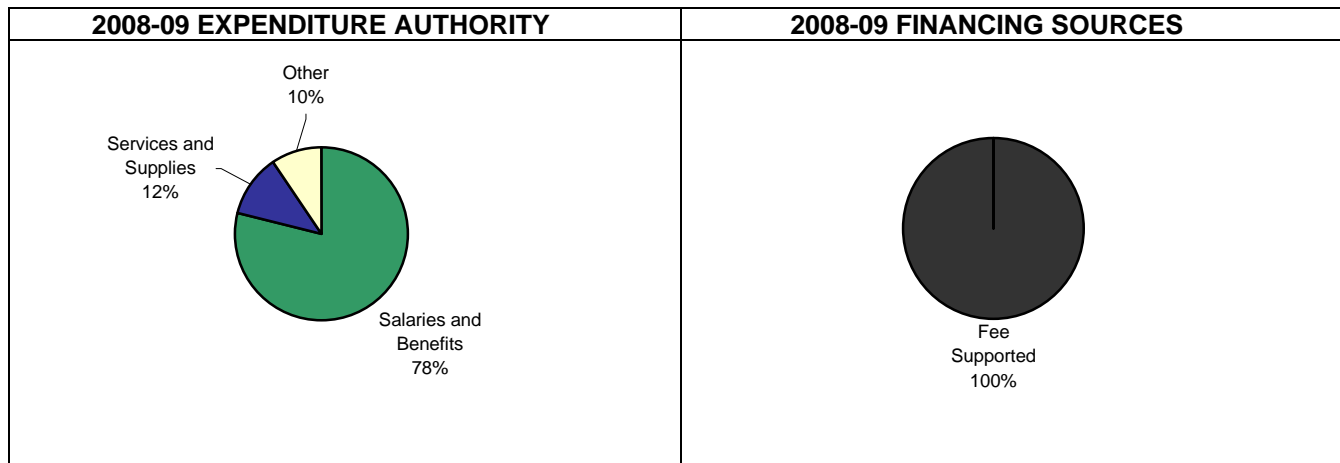


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 2,321,693         | 2,514,949         | 2,962,050         | 3,406,036                     | 3,022,481           |
| Departmental Revenue | 2,174,059         | 2,519,159         | 2,959,531         | 3,406,036                     | 3,022,481           |
| Local Cost           | 147,634           | (4,210)           | 2,519             | -                             | -                   |
| Budgeted Staffing    |                   |                   |                   | 34.0                          |                     |

Estimated appropriation for 2007-08 is less than the modified budget due primarily to vacant planner positions and a decrease in professional services expenditures. The vacancies were the result of the retirement of long-term employees, as well as recruitment and retention issues. Departmental revenue is also less than the modified budget due to a reduced amount of billable hours.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Land Use Services - Current Planning  
 FUND: General

BUDGET UNIT: AAA CUR  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,852,022         | 1,957,868         | 2,280,706         | 2,350,823           | 2,665,403                  | 2,637,995                     | (27,408)                                     |
| Services and Supplies       | 206,434           | 244,694           | 331,283           | 312,091             | 378,562                    | 324,970                       | (53,592)                                     |
| Central Computer            | 34,978            | 42,964            | 28,694            | 32,874              | 32,874                     | 52,084                        | 19,210                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 10,700                        | 10,700                                       |
| Vehicles                    | -                 | -                 | 24,992            | -                   | -                          | -                             | -  |
| Transfers                   | 251,509           | 280,673           | 307,625           | 337,943             | 340,447                    | 320,581                       | (19,866)                                     |
| Total Exp Authority         | 2,344,943         | 2,526,199         | 2,973,300         | 3,033,731           | 3,417,286                  | 3,346,330                     | (70,956)                                     |
| Reimbursements              | (23,250)          | (11,250)          | (11,250)          | (11,250)            | (11,250)                   | (11,250)                      | -  |
| Total Appropriation         | 2,321,693         | 2,514,949         | 2,962,050         | 3,022,481           | 3,406,036                  | 3,335,080                     | (70,956)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | 2,173,831         | 2,519,763         | 2,958,205         | 3,022,481           | 3,406,036                  | 3,335,080                     | (70,956)                                     |
| Other Revenue               | 228               | (604)             | 1,326             | -                   | -                          | -                             | -  |
| Total Revenue               | 2,174,059         | 2,519,159         | 2,959,531         | 3,022,481           | 3,406,036                  | 3,335,080                     | (70,956)                                     |
| Local Cost                  | 147,634           | (4,210)           | 2,519             | -                   | -                          | -                             | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 34.0                       | 34.0                          | -  |

Salaries and benefits of \$2,637,995 fund 34.0 budgeted positions. The decrease of \$27,408 is due to retirement rate reductions and step adjustments.

The decrease of \$53,592 in services and supplies is due to a decrease in COWCAP and general office expenditures, and it is partly offset by an increase in publications and systems development costs.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$10,700 reflects anticipated travel costs for training (\$9,700) and memberships dues (\$1,000). These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$320,581 are allocations for departmental administrative costs paid by the various operational budgets to the Land Use Services Administration budget unit. The decrease of \$19,866 is due to a reallocation of these costs.



Current services revenue of \$3,335,080 is for the provision of planning services. The decrease of \$70,956 is due to a leveling-off of projects submitted for review.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Decrease the processing time for "Applications Accepted" as complete or return to applicant in a timely fashion. | 96%               | 98%                  | 98%                  | 99%                  |

The Current Planning Division has implemented a policy of advising applicants within the 30-day window period if their application is complete; in some instances, the applicant decides to withdraw an incomplete application and subsequently "re-submit" it when all of the information is available.

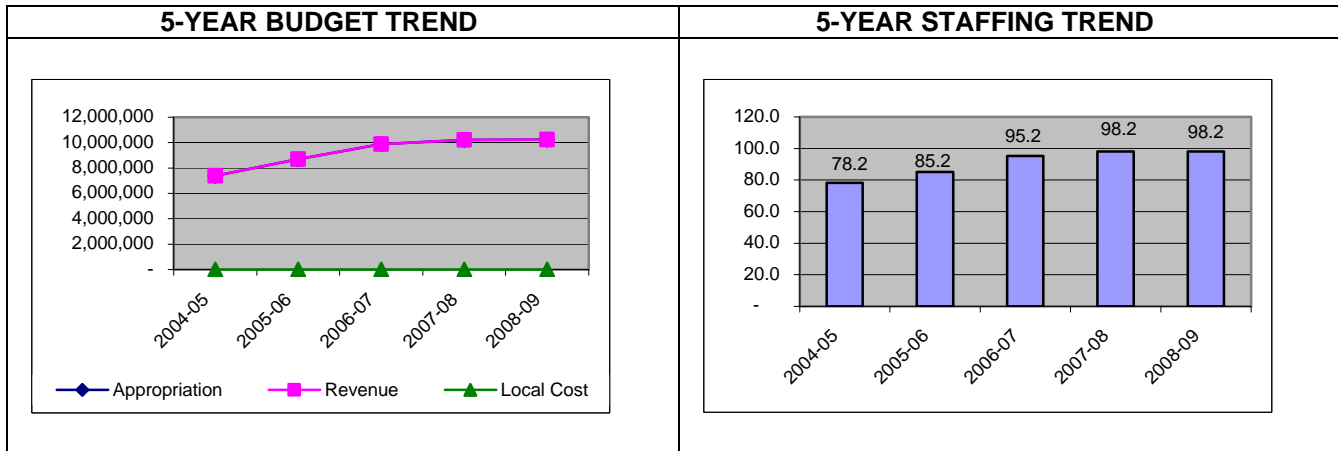


## Building and Safety

### DESCRIPTION OF MAJOR SERVICES

The Building and Safety Division administers construction and occupancy standards to safeguard life, health, and property in the interest of the general public's welfare throughout the unincorporated areas of the county. This is accomplished by applying county ordinances and state laws, and through the inspection of construction, alteration, moving, demolition, repair, occupancy, and use of buildings and structures.

### BUDGET HISTORY

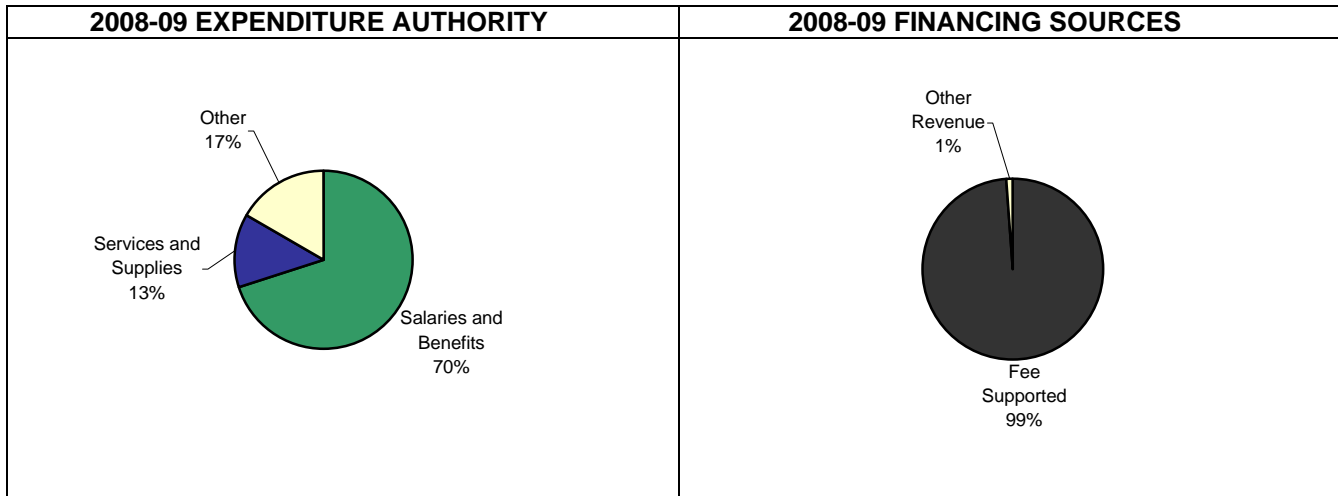


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 7,074,539         | 7,840,181         | 8,734,641         | 10,218,677                    | 9,494,283           |
| Departmental Revenue | 7,164,978         | 7,506,953         | 8,734,281         | 10,218,677                    | 9,494,283           |
| Local Cost           | (90,439)          | 333,228           | 360               | -                             | -                   |
| Budgeted Staffing    |                   |                   |                   | 98.2                          |                     |

Estimated appropriation in 2007-08 is less than the modified budget due to vacant positions and a decreased need for professional services. The vacancies are a result of the retirement of long-term employees as well as recruitment and retention issues. Professional services have decreased because of a reduction in plan review requests. All of these savings are reflected in reduced permit revenues.

## ANALYSIS OF PROPOSED BUDGET



**GROUP:** Public and Support Services  
**DEPARTMENT:** Land Use Services - Building & Safety  
**FUND:** General

**BUDGET UNIT:** AAA BNS  
**FUNCTION:** Public Protection  
**ACTIVITY:** Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 4,728,275         | 5,599,797         | 6,039,289         | 6,421,542           | 7,145,936                  | 7,165,179                     | 19,243                                       |
| Services and Supplies       | 1,121,413         | 1,175,771         | 1,205,251         | 1,470,566           | 1,440,566                  | 1,114,003                     | (326,563)                                    |
| Central Computer            | 50,064            | 56,241            | 69,656            | 95,032              | 95,032                     | 169,769                       | 74,737                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 92,500                        | 92,500                                       |
| Vehicles                    | 75,016            | (1,500)           | 158,678           | -                   | -                          | -                             | -  |
| Transfers                   | 1,099,771         | 1,010,351         | 1,265,370         | 1,537,143           | 1,537,143                  | 1,702,955                     | 165,812                                      |
| Total Exp Authority         | 7,074,539         | 7,840,660         | 8,738,244         | 9,524,283           | 10,218,677                 | 10,244,406                    | 25,729                                       |
| Reimbursements              | -                 | (479)             | (3,603)           | (30,000)            | -                          | -                             | -  |
| Total Appropriation         | 7,074,539         | 7,840,181         | 8,734,641         | 9,494,283           | 10,218,677                 | 10,244,406                    | 25,729                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Licenses and Permits        | 6,894,319         | 7,336,799         | 8,530,860         | 9,194,283           | 9,918,677                  | 9,944,406                     | 25,729                                       |
| State, Fed or Gov't Aid     | 5,444             | 730               | -                 | 689                 | -                          | -                             | -  |
| Current Services            | 176,929           | 21,681            | 113,325           | 199,311             | 200,000                    | 200,000                       | -  |
| Other Revenue               | 88,286            | 147,743           | 90,096            | 100,000             | 100,000                    | 100,000                       | -  |
| Total Revenue               | 7,164,978         | 7,506,953         | 8,734,281         | 9,494,283           | 10,218,677                 | 10,244,406                    | 25,729                                       |
| Local Cost                  | (90,439)          | 333,228           | 360               | -                   | -                          | -                             | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 98.2                       | 98.2                          | -  |

Salaries and benefits of \$7,165,179 fund 98.2 budgeted positions. The increase of \$19,243 reflects annual step and benefit rate adjustments.

Services and supplies are decreased by \$326,563 because of a reduction in COWCAP and professional services charges, and the reclassification of travel and related costs.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$92,500 reflects anticipated travel costs for training (\$15,000) resulting from the adoption of the International Building Codes in January 2008, training materials (\$25,000), seminars (\$20,000), memberships (\$7,500), and private mileage (\$25,000). These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$1,702,955 are increased by \$165,812 due primarily to the reallocation of departmental administrative costs paid by the various operational budgets to the Land Use Services Administration budget unit.



Permits, current services, and other revenues totaling \$10,244,406 are increased by a total of \$25,729 based on the expected demand for services and will fully offset projected expenditures.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Decrease the processing time for plan review services to the adopted service standards. | 90%               | 95%                  | 95%                  | 98%                  |

The increase in the number of plan reviews completed within proposed timeframes has reached its target of 95%. This is a result of several measures, which included sending plans to consultants for review, hiring an additional plans examiner, the hiring of additional building-inspection field staff who relieved the plans examiners of the responsibility of providing backup inspections in the field, and utilization of building inspectors usually assigned to the field to perform simple plan reviews.



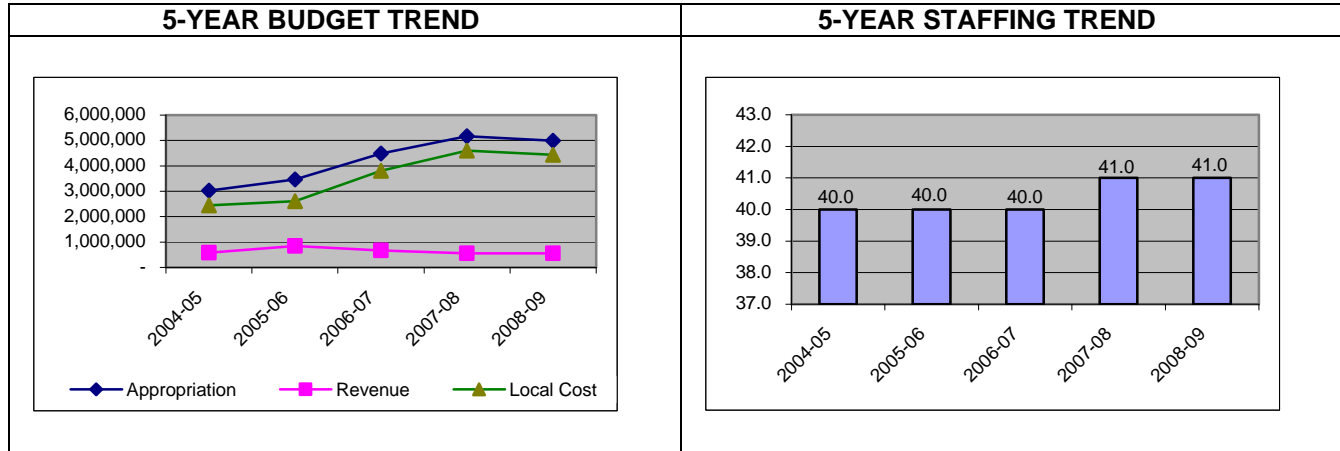


## Code Enforcement

### DESCRIPTION OF MAJOR SERVICES

The Code Enforcement Division administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property.

### BUDGET HISTORY

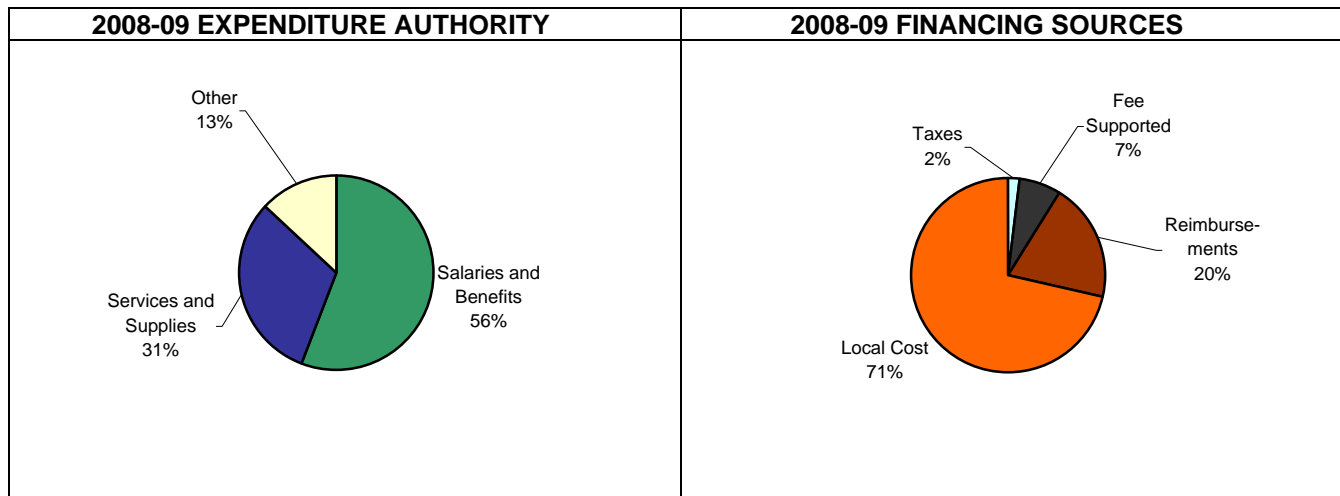


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 3,029,912         | 3,460,524         | 4,484,906         | 5,165,959                     | 5,106,058           |
| Departmental Revenue | 578,789           | 847,990           | 673,706           | 560,300                       | 500,399             |
| Local Cost           | 2,451,123         | 2,612,534         | 3,811,200         | 4,605,659                     | 4,605,659           |
| Budgeted Staffing    |                   |                   |                   | 41.0                          |                     |

Estimated appropriation in 2007-08 is less than the modified budget because of savings in salaries and benefits due to a vacant Code Enforcement Officer position. Departmental revenue is less than the modified budget due to less than expected licenses and permits processing.

## ANALYSIS OF PROPOSED BUDGET



**GROUP:** Public and Support Services  
**DEPARTMENT:** Land Use Services - Code Enforcement  
**FUND:** General

**BUDGET UNIT:** AAA CEN  
**FUNCTION:** Public Protection  
**ACTIVITY:** Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 2,006,037         | 2,527,755         | 2,961,973         | 3,354,405           | 3,389,306                  | 3,469,067                     | 79,761                                       |
| Services and Supplies       | 709,749           | 756,013           | 1,233,716         | 2,036,223           | 2,036,223                  | 1,839,963                     | (196,260)                                    |
| Central Computer            | 23,279            | 26,022            | 35,546            | 52,135              | 52,135                     | 89,904                        | 37,769                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 10,000                        | 10,000                                       |
| Equipment                   | -                 | -                 | 101,043           | -                   | -                          | -                             | -  |
| Vehicles                    | 72,443            | 15,692            | 75,056            | 25,000              | 25,000                     | -                             | (25,000)                                     |
| Transfers                   | 289,925           | 252,069           | 282,078           | 715,841             | 740,841                    | 803,593                       | 62,752                                       |
| Total Exp Authority         | 3,101,433         | 3,577,551         | 4,689,412         | 6,183,604           | 6,243,505                  | 6,212,527                     | (30,978)                                     |
| Reimbursements              | (71,521)          | (117,027)         | (204,506)         | (1,077,546)         | (1,077,546)                | (1,218,732)                   | (141,186)                                    |
| Total Appropriation         | 3,029,912         | 3,460,524         | 4,484,906         | 5,106,058           | 5,165,959                  | 4,993,795                     | (172,164)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | 135,329           | 121,619           | 146,308           | 125,000             | 125,000                    | 125,000                       | -  |
| Licenses and Permits        | 97,943            | 98,718            | 226,519           | 110,000             | 110,000                    | 110,000                       | -  |
| Use Of Money and Prop       | -                 | 310               | -                 | -                   | -                          | -                             | -  |
| State, Fed or Gov't Aid     | 144,716           | 419,067           | 160,976           | -                   | -                          | -                             | -  |
| Current Services            | 200,262           | 197,822           | 133,536           | 265,399             | 325,300                    | 325,300                       | -  |
| Other Revenue               | 539               | 3,914             | 6,367             | -                   | -                          | -                             | -  |
| Other Financing Sources     | -                 | 6,540             | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 578,789           | 847,990           | 673,706           | 500,399             | 560,300                    | 560,300                       | -  |
| Local Cost                  | 2,451,123         | 2,612,534         | 3,811,200         | 4,605,659           | 4,605,659                  | 4,433,495                     | (172,164)                                    |
| Budgeted Staffing           |                   |                   |                   |                     | 41.0                       | 41.0                          | -  |

Salaries and benefits of \$3,469,067 fund 41.0 budgeted positions. The increase of \$79,761 reflects annual step and benefit adjustments.

Services and supplies of \$1,839,963 are decreased by \$196,260 due to a reduction in computer hardware expenses, special departmental expenses, professional services, and the reclassification of travel and related costs.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$10,000 reflects anticipated travel costs for memberships (\$1,000) and training (\$9,000) related to Code Enforcement. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.



Transfers of \$803,593, including an increase of \$62,752, are for costs paid to County Counsel and allocated departmental overhead.

Reimbursements of \$1,218,732 are from non-general fund departments for blight, litter, and graffiti abatement. The increase of \$141,186 is due to the increase of reimbursable blight abatement and demolition services in the redevelopment areas of Victorville.

Departmental revenue of \$560,300 is primarily for licenses and permits.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Perform initial inspections within three weeks of receiving the complaint  | 95%               | 98%                  | 98%                  | 99%                  |
| Percentage of illegal OHV riders contacted and provided educational material regarding legal OHV areas.                  | 55%               | 60%                  | 60%                  | 70%                  |
| Percentage increase of waste and recyclable materials collected by Code Enforcement during community cleanup activities. | 18%               | 25%                  | 25%                  | 30%                  |
| Percentage increase in number of graffiti sites abated. (12,000)   | N/A               | 100%                 | 100%                 | 25%                  |
| Percentage increase in number of illegal rider contacts. (21,780)  | N/A               | 100%                 | 100%                 | 25%                  |

Code Enforcement has adjusted the way complaints are taken to streamline the process. Complaints are now entered into the complaint tracking system as the clerical staff receives a call and are then forwarded to the technical staff in a shorter time frame. Technical staff now has online access to more information that needs to be researched. Through this new procedure, complaints can be processed and assigned to a Code Enforcement Officer faster, which reduces the amount of time it takes for them to get into the field for the initial inspection.

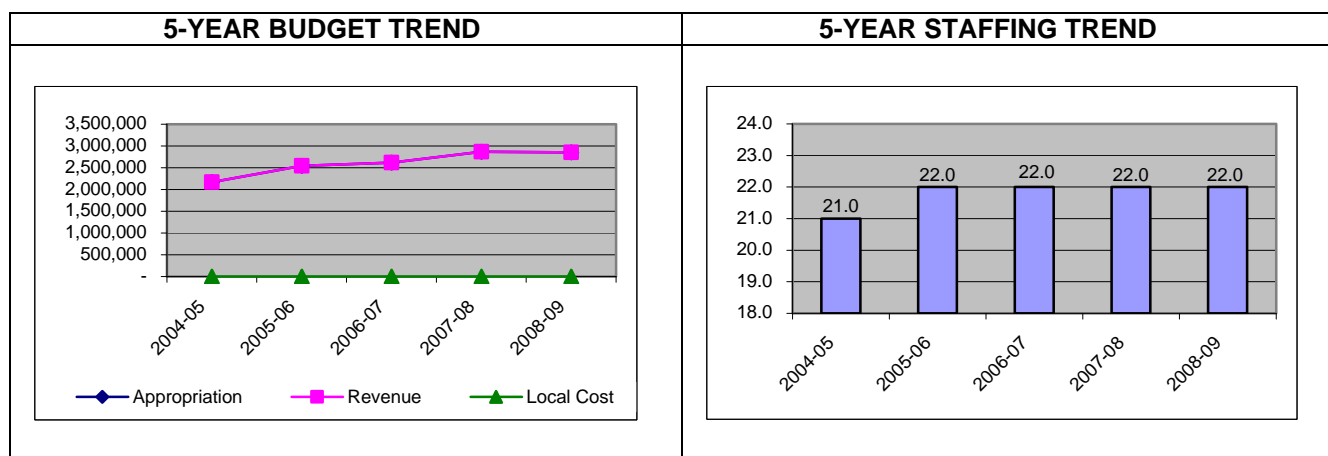


## Fire Hazard Abatement

### DESCRIPTION OF MAJOR SERVICES

Through the Fire Hazard Abatement program, the Code Enforcement Division enforces the county's Fire and Hazardous Trees Ordinance in unincorporated portions of the county, as well as under contract to certain cities and fire districts. These services include inspections, notifications to property owners, and removal of hazards caused by vegetation and flammable debris.

### BUDGET HISTORY

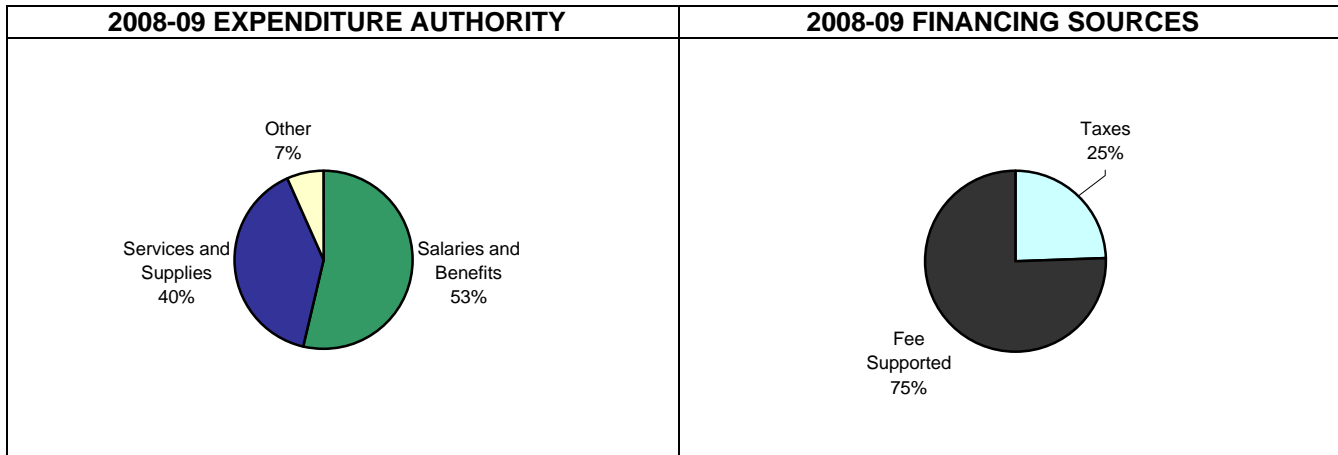


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 2,023,280         | 2,086,905         | 2,371,623         | 2,867,674                     | 2,683,027           |
| Departmental Revenue | 1,968,717         | 2,087,755         | 2,372,526         | 2,867,674                     | 2,683,027           |
| Local Cost           | 54,563            | (850)             | (903)             | -                             | -                   |
| Budgeted Staffing    |                   |                   |                   | 22.0                          |                     |

Estimated appropriation in 2007-08 is less than the modified budget because of a decrease in services and supplies costs due primarily to reduced computer hardware purchases, presort and packaging costs, and COWCAP charges. Departmental revenue is less than modified budget due to the decrease in expenditures.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Land Use Services - Fire Hazard Abatement  
 FUND: General

BUDGET UNIT: AAA WAB  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,096,228         | 1,226,652         | 1,340,874         | 1,489,219           | 1,489,219                  | 1,528,035                     | 38,816                                       |
| Services and Supplies       | 877,516           | 712,146           | 876,304           | 1,020,274           | 1,176,244                  | 1,103,865                     | (72,379)                                     |
| Central Computer            | 13,030            | 16,593            | 19,610            | 19,568              | 19,568                     | 30,843                        | 11,275                                       |
| Vehicles                    | -                 | 24,791            | 18,641            | -                   | -                          | -                             | -  |
| Transfers                   | 121,506           | 106,723           | 119,136           | 153,966             | 182,643                    | 188,420                       | 5,777  |
| Total Exp Authority         | 2,108,280         | 2,086,905         | 2,374,565         | 2,683,027           | 2,867,674                  | 2,851,163                     | (16,511)                                     |
| Reimbursements              | (85,000)          | -                 | (2,942)           | -                   | -                          | -                             | -  |
| Total Appropriation         | 2,023,280         | 2,086,905         | 2,371,623         | 2,683,027           | 2,867,674                  | 2,851,163                     | (16,511)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | 727,465           | 482,378           | 490,880           | 700,000             | 700,000                    | 700,000                       | -  |
| Current Services            | 1,240,583         | 1,606,190         | 1,882,064         | 1,983,027           | 2,167,674                  | 2,151,163                     | (16,511)                                     |
| Other Revenue               | 669               | (813)             | (418)             | -                   | -                          | -                             | -  |
| Total Revenue               | 1,968,717         | 2,087,755         | 2,372,526         | 2,683,027           | 2,867,674                  | 2,851,163                     | (16,511)                                     |
| Local Cost                  | 54,563            | (850)             | (903)             | -                   | -                          | -                             | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 22.0                       | 22.0                          | -  |

Salaries and benefits of \$1,528,035 fund 22.0 budgeted positions, which is an increase of \$38,816 due to annual step and benefit adjustments.

Services and supplies of \$1,103,865 include costs for contracted abatement services and vehicle services. The decrease of \$72,379 is due to reductions in computer hardware expense, 800 MHz charges, presort and packaging costs, and COWCAP charges.

Transfers of \$188,420, including an increase of \$5,777, are for allocated departmental overhead.

Departmental revenue of \$2,851,163 is from contracting agencies and property owners and is decreased due to the decrease in costs in 2008-09.



| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Perform abatements within five weeks of non-compliant final notice (NCFN) | 96%               | 98%                  | 98%                  | 99%                  |

Work distribution has been analyzed and workloads have been adjusted to more evenly distribute abatements so contractors can complete the necessary work in a shorter time. Improvements are in process to the Fire Hazard Abatement computer system to improve the retrieval of information, which will allow warrants to be processed in a more efficient manner.



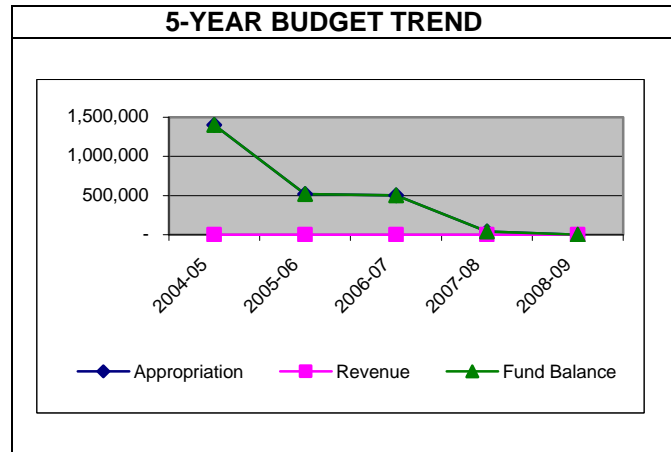
## General Plan Update

### DESCRIPTION OF MAJOR SERVICES

The Advance Planning Division updates the county General Plan every ten to fifteen years. This special revenue fund was created in 2002-03 to track the actual cost of the update process. The current General Plan Update was approved by the Board of Supervisors on March 13, 2007.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 1,400,000         | 518,822           | 501,360           | 39,908                        | 56,776              |
| Departmental Revenue | 1,034,185         | 557,910           | 57,258            | -                             | 16,868              |
| Fund Balance         |                   |                   |                   | 39,908                        |                     |

The current General Plan Update was completed on March 13, 2007. General fund financing is no longer required. The entire appropriation of \$56,776, which is appropriated in the services and supplies budget, will be used for residual General Plan-related expenses in 2007-08.

**ANALYSIS OF PROPOSED BUDGET**

GROUP: Public and Support Services  
 DEPARTMENT: Land Use Services  
 FUND: General Plan Update

BUDGET UNIT: RHJ LUS  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                                    | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|------------------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b><u>Appropriation</u></b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies              | 1,650,000         | 465,042           | 418,556           | 56,776              | 39,908                     | -                             | (39,908)                                     |
| Equipment                          | -                 | -                 | 12,524            | -                   | -                          | -                             | -  |
| Transfers                          | -                 | 53,780            | 70,280            | -                   | -                          | -                             | -  |
| Total Exp Authority                | 1,650,000         | 518,822           | 501,360           | 56,776              | 39,908                     | -                             | (39,908)                                     |
| Reimbursements                     | (250,000)         | -                 | -                 | -                   | -                          | -                             | -  |
| Total Appropriation                | 1,400,000         | 518,822           | 501,360           | 56,776              | 39,908                     | -                             | (39,908)                                     |
| <b><u>Departmental Revenue</u></b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop              | 34,185            | 57,910            | 57,258            | 16,868              | -                          | -                             | -  |
| Total Revenue                      | 34,185            | 57,910            | 57,258            | 16,868              | -                          | -                             | -  |
| Operating Transfers In             | 1,000,000         | 500,000           | -                 | -                   | -                          | -                             | -  |
| Total Financing Sources            | 1,034,185         | 557,910           | 57,258            | 16,868              | -                          | -                             | -  |
| Fund Balance                       |                   |                   |                   |                     | 39,908                     | -                             | (39,908)                                     |

Given that the current General Plan Update was completed on March 13, 2007 and all invoices related to the preparation of the Plan have been processed, this budget unit will be closed at the end of 2007-08.





## PUBLIC WORKS

### Vana R. Olson

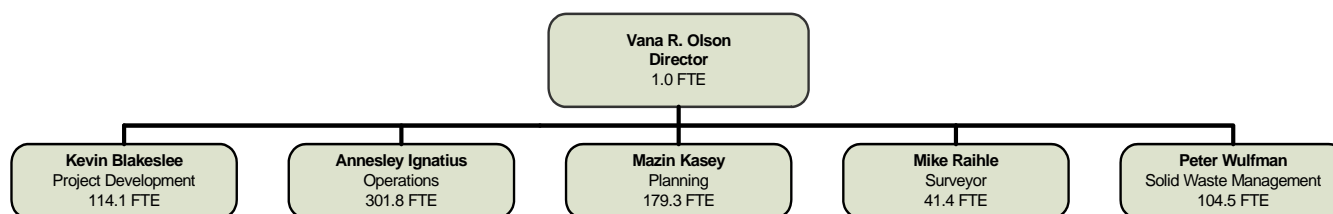
#### MISSION STATEMENT

The mission of the Department of Public Works is to provide a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and county surveyor functions.

#### STRATEGIC GOALS

1. **Surveyor Function** – Provide timely map and plan check services for customers.
2. **Transportation Division** – Maintain the level of safety and maintenance for county maintained roads.
3. **Solid Waste Management Division** – Maintain the level of efficiency concerning landfill space utilization.
4. **Flood Control District** – Improve flood protection and increase water recharge at flood control facilities.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

| 2008-09                                   |                                 |                    |                |                    |   |
|---|---------------------------------|--------------------|----------------|--------------------|---|
|   | Operating Exp/<br>Appropriation | Revenue            | Local<br>Cost  | Fund Balance       | Revenue<br>Over/<br>(Under) Exp<br>Staffing |
| <b>Surveyor Function:</b>                 |                                 |                    |                |                    |   |
| Surveyor                                  | 5,203,207                       | 4,935,069          | 268,138        |                    | 41.4  |
| Survey Monument Preservation              | 245,547                         | 40,000             |                | 205,547            | -   |
| <b>Transportation Division:</b>           |                                 |                    |                |                    |   |
| Road Operations                           | 115,263,311                     | 90,316,706         |                | 24,946,605         | 415.8                                       |
| Etiwanda Interchange Improvement          | 52,120                          | 1,000              |                | 51,120             | -   |
| High Desert Corridor Project              | 1,795,418                       | 1,704,435          |                | 90,983             | -   |
| Facilities Development Plans              | 10,186,665                      | 1,084,323          |                | 9,102,342          | -   |
| Measure I Program                         | 25,369,793                      | 9,157,124          |                | 16,212,669         | -   |
| Regional Development Mitigation Plan      | 2,812,232                       | 1,395,285          |                | 1,416,947          | -   |
| <b>Solid Waste Management Division:</b>   |                                 |                    |                |                    |   |
| Operations                                | 77,591,716                      | 78,299,840         |                |                    | 708,124                                     |
| Site Closure and Maintenance              | 11,534,351                      | 11,637,276         |                |                    | 102,925                                     |
| Site Enhancement, Expansion & Acquisition | 8,824,963                       | 6,047,054          |                |                    | (2,777,909)                                 |
| Environmental Fund                        | 11,971,970                      | 8,523,438          |                |                    | (3,448,532)                                 |
| Environmental Mitigation Fund             | 3,590,586                       | 3,126,288          |                |                    | (464,298)                                   |
| <b>Flood Control District:</b>            |                                 |                    |                |                    |   |
| Consolidated Funds                        | 155,747,935                     | 100,664,194        |                | 55,083,741         | 180.4                                       |
| Equipment Fund                            | 1,587,000                       | 2,520,000          |                |                    | 933,000                                     |
| <b>TOTAL</b>                              | <b>431,776,814</b>              | <b>319,452,032</b> | <b>268,138</b> | <b>107,109,954</b> | <b>(4,946,690)</b>                          |

Note: The Flood Control District is reported separately in the Special Districts budget book.

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.

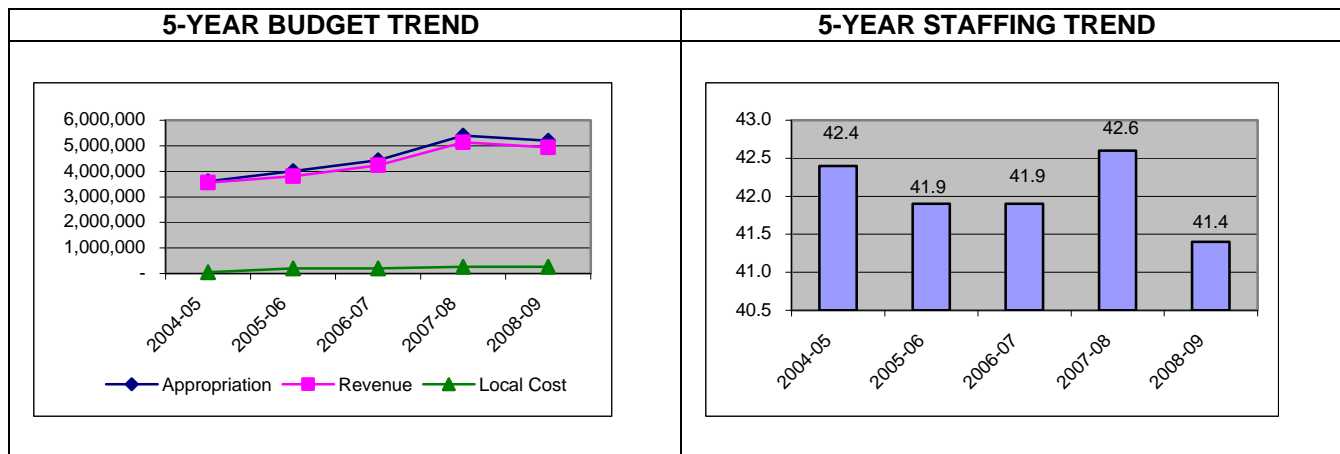


## Surveyor

### DESCRIPTION OF MAJOR SERVICES

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps for other county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The Surveyor ensures these maps and plans conform to the conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other county departments and are responsible for perpetuation of controlling survey monuments.

### BUDGET HISTORY

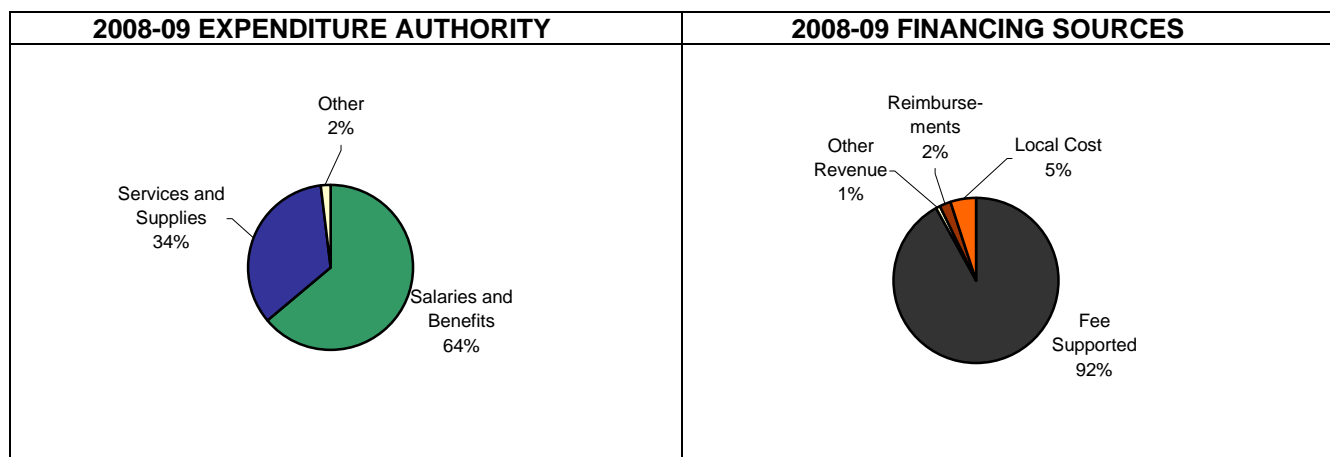


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 3,206,455         | 3,429,546         | 3,803,189         | 5,400,409                     | 4,694,385           |
| Departmental Revenue | 3,159,210         | 3,251,009         | 3,624,700         | 5,132,271                     | 4,426,703           |
| Local Cost           | 47,245            | 178,537           | 178,489           | 268,138                       | 267,682             |
| Budgeted Staffing    |                   |                   |                   | 42.6                          |                     |

Appropriation and departmental revenue in 2007-08 are both projected to be approximately \$700,000 less than budget due to a number of staffing vacancies and the decrease in development activity that has been occurring within the county.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Surveyor  
 FUND: General

BUDGET UNIT: AAA SVR  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 2,903,981         | 2,923,964         | 3,237,836         | 3,435,353           | 3,713,264                  | 3,400,827                     | (312,437)                                    |
| Services and Supplies       | 271,103           | 449,103           | 487,250           | 1,237,409           | 1,549,059                  | 1,740,104                     | 191,045                                      |
| Central Computer            | 18,375            | 23,187            | 27,422            | 32,447              | 32,447                     | 45,567                        | 13,120                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 30,600                        | 30,600                                       |
| Equipment                   | 22,929            | 31,469            | 54,903            | 14,737              | 112,200                    | 8,500                         | (103,700)                                    |
| Transfers                   | 60,438            | 86,480            | 98,796            | 102,536             | 102,979                    | 87,851                        | (15,128)                                     |
| Total Exp Authority         | 3,276,826         | 3,514,203         | 3,906,207         | 4,822,482           | 5,509,949                  | 5,313,449                     | (196,500)                                    |
| Reimbursements              | (70,371)          | (84,657)          | (103,018)         | (128,097)           | (109,540)                  | (110,242)                     | (702)  |
| Total Appropriation         | 3,206,455         | 3,429,546         | 3,803,189         | 4,694,385           | 5,400,409                  | 5,203,207                     | (197,202)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| State, Fed or Gov't Aid     | -                 | 646               | -                 | -                   | -                          | -                             | -  |
| Current Services            | 3,068,919         | 3,141,329         | 3,530,641         | 4,355,315           | 5,042,271                  | 4,885,069                     | (157,202)                                    |
| Other Revenue               | 90,291            | 109,034           | 94,059            | 71,388              | 90,000                     | 50,000                        | (40,000)                                     |
| Total Revenue               | 3,159,210         | 3,251,009         | 3,624,700         | 4,426,703           | 5,132,271                  | 4,935,069                     | (197,202)                                    |
| Local Cost                  | 47,245            | 178,537           | 178,489           | 267,682             | 268,138                    | 268,138                       | -  |
| Budgeted Staffing           |                   |                   |                   |                     | 42.6                       | 41.4                          | (1.2)  |

Salaries and benefits of \$3,400,827 fund 41.4 budgeted positions. The \$312,437 decrease is mostly due to reduced workers' compensation rates, reduction in the amount budgeted for termination benefits, and a reduction of 1.6 budgeted staff due to an increase to the division's distributed vacancy factor. The budgeted staffing was also increased by 0.4, at no cost impact, due to a technical change that rounded position numbers in the county's budget system.

Services and supplies of \$1,740,104 include the cost of using private land surveying firms in the event of unanticipated workload increases, computer software/hardware upgrades, application development and support, safety equipment for the field crews, field crew assigned vehicle charges and employee tuition reimbursements. The additional \$191,045 is largely due to the replacement of computers, increased COWCAP charges, additional services from the Information Services Department (ISD) for development of new projects, increased fees for vehicle charges, and inflationary adjustments for various other costs.



Travel of \$30,600 captures specific categories of expense such as conference/training/seminar fees, mileage, hotel, meals, air fare, and car rental. Of this amount, \$21,850 was budgeted for the training of staff in GPS and GIS survey procedures, protocol, equipment and computer software usage; \$5,300 is for attendance at conferences, committees and meetings in order to review land surveying complaints and to propose, review and disseminate legislation information affecting the land surveying profession; and \$3,450 has been appropriated to reimburse field survey crew members for travel related expenses incurred during the performance of their work assignments in remote locations. These expenses were previously included within services and supplies.

Equipment of \$8,500 is to purchase a scanner needed for the management and imaging of 11 x 17 maps and documents.

Transfers of \$87,851 represent the Surveyor's share of the department's human resources, payroll and computer services costs, as well as the Surveyor's portion of cost relative to maintaining the Land Use Services job costing system.

Reimbursements of \$110,242 are from Public Work's Transportation Division for utilizing the Surveyor's services.

Current services revenue of \$4,885,069 are primarily from fees charged to customers for the review of subdivision maps, preparation of legal descriptions/maps, and for field surveys. The \$157,202 decrease is mainly due to reduced revenue from the review of subdivision maps and the preparation of maps/legal descriptions resulting from the slowing of development. Nevertheless, the 2008-09 budget does reflect a sizeable increase in revenue from the amount estimated for 2007-08. This increase is premised on the Surveyor's Office performing additional work as requested by the Transportation Division.

Other revenue of \$50,000 reflects taxable sales of map updates on microfilm/CD, microfiche prints, plotter prints, electronic map images and photocopies.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage of parcel maps completed within 70 working days (2006-07), 65 working days (2007-08), and 60 working days (2008-09).       | 100%              | 100%                 | 100%                 | 100%                 |
| Percentage of record of surveys completed within 75 working days (2006-07), 75 working days (2007-08), and 70 working days (2008-09). | 70%               | 100%                 | 100%                 | 100%                 |
| Percentage of corner records completed within 75 working days (2006-07), 75 working days (2007-08), and 70 working days (2008-09).    | 80%               | 100%                 | 100%                 | 100%                 |
| Percentage of final maps completed within 40 working days (2006-07), 35 working days (2007-08), and 35 working days (2008-09).        | 100%              | 100%                 | 100%                 | 100%                 |

The above performance measures demonstrate the Surveyor's emphasis of providing efficient map and plan checking services that are crucial for the pace of development in this county. This function is necessary for development to proceed in a controlled manner and is mandated by either state laws or internal county standards.

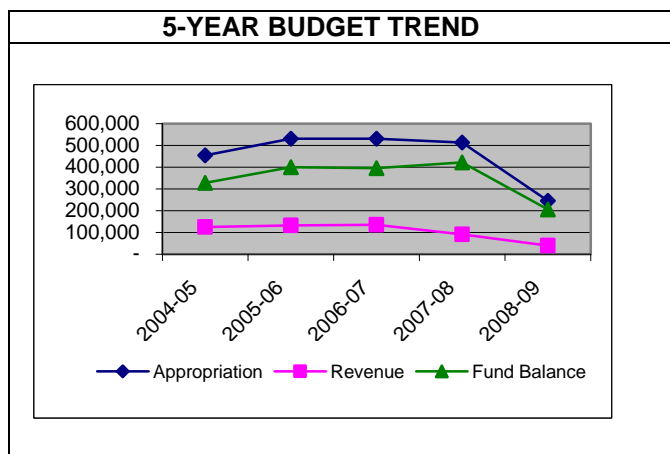
## Survey Monument Preservation

### DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this fund are financed by a \$10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



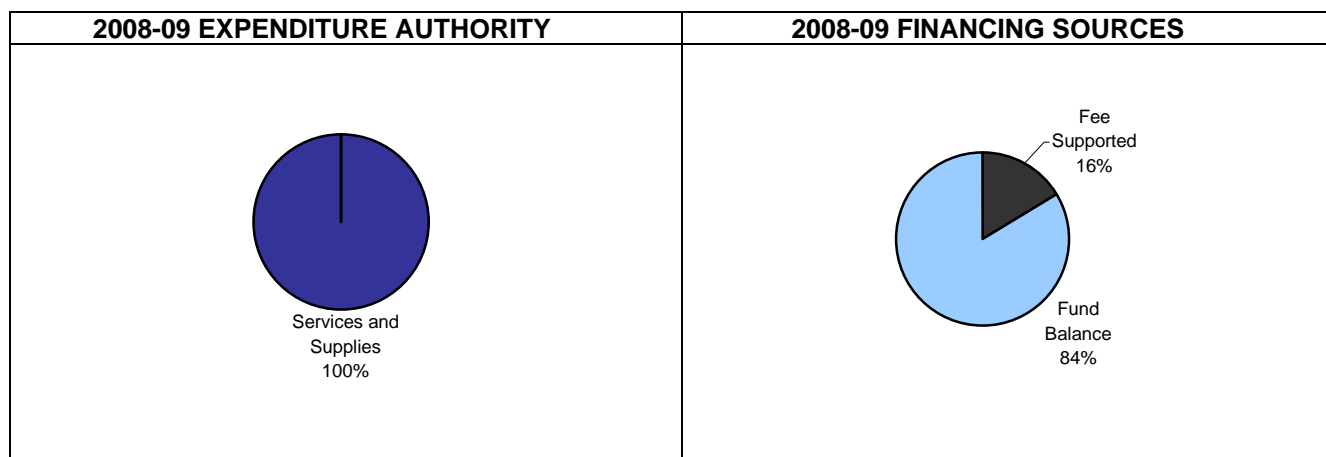
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 73,617            | 139,489           | 59,693            | 513,854                       | 280,908             |
| Departmental Revenue | 144,990           | 134,980           | 86,620            | 91,509                        | 64,110              |
| Fund Balance         |                   |                   |                   | 422,345                       |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures in this fund are typically less than budget. The amount not expended will be carried over to the subsequent year's budget.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Surveyor  
 FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 73,617            | 139,489           | 59,693            | 280,908             | 513,854                    | 245,547                       | (268,307)                                    |
| Total Appropriation         | 73,617            | 139,489           | 59,693            | 280,908             | 513,854                    | 245,547                       | (268,307)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | 144,990           | 134,980           | 86,620            | 64,110              | 91,509                     | 40,000                        | (51,509)                                     |
| Total Revenue               | 144,990           | 134,980           | 86,620            | 64,110              | 91,509                     | 40,000                        | (51,509)                                     |
| Fund Balance                |                   |                   |                   |                     | 422,345                    | 205,547                       | (216,798)                                    |

Services and supplies of \$245,547 represent the availability of funds to pay the Surveyor for services specifically relating to retracement or re-monument surveys. The \$268,307 decrease is based upon decreased revenue and less fund balance available.

Current services revenue of \$40,000 represents a \$51,509 decrease from prior year due to reduced activity related to the conveyance of real property.



## Transportation – Road Operations

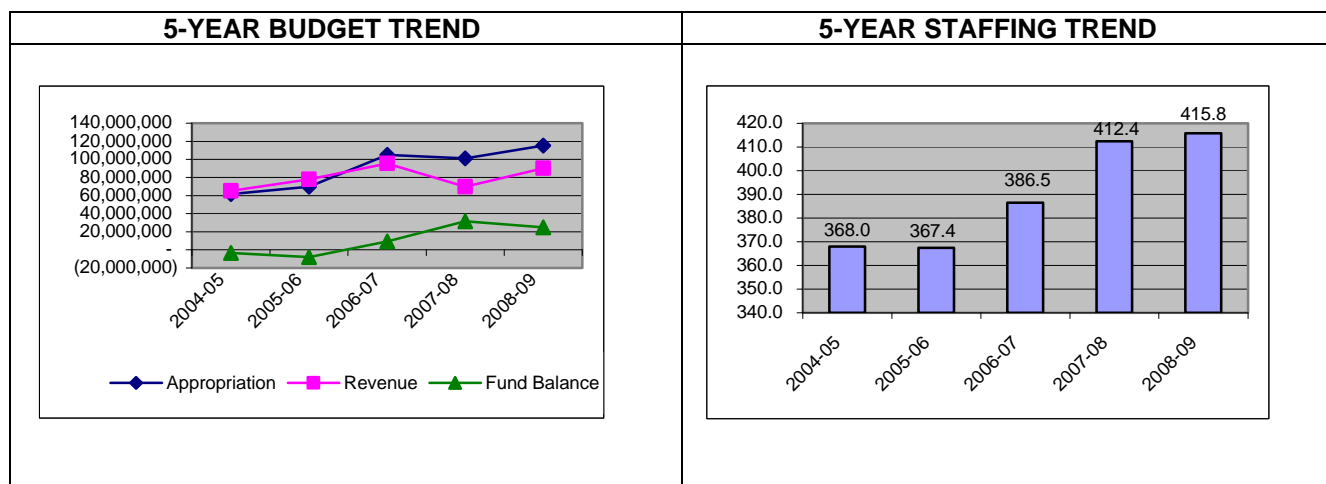
### DESCRIPTION OF MAJOR SERVICES

The Transportation Division is responsible for the operation, maintenance, and improvement of the county's road system that currently includes approximately 2,780 miles of roadways. Additional activities include administration, planning, design, construction, and traffic operations.

The division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the county.

Road activities are funded almost entirely from highway-users sources. These sources consist primarily of state and federal fuel taxes, voter-approved state transportation infrastructure bond (Proposition 1B), local transportation funds generated by sales tax revenues (Measure I), and development fees (the department has established nine local and one regional transportation fee plan areas throughout the county to collect funds for the purpose of mitigating the impacts of new development). Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available funding.

### BUDGET HISTORY



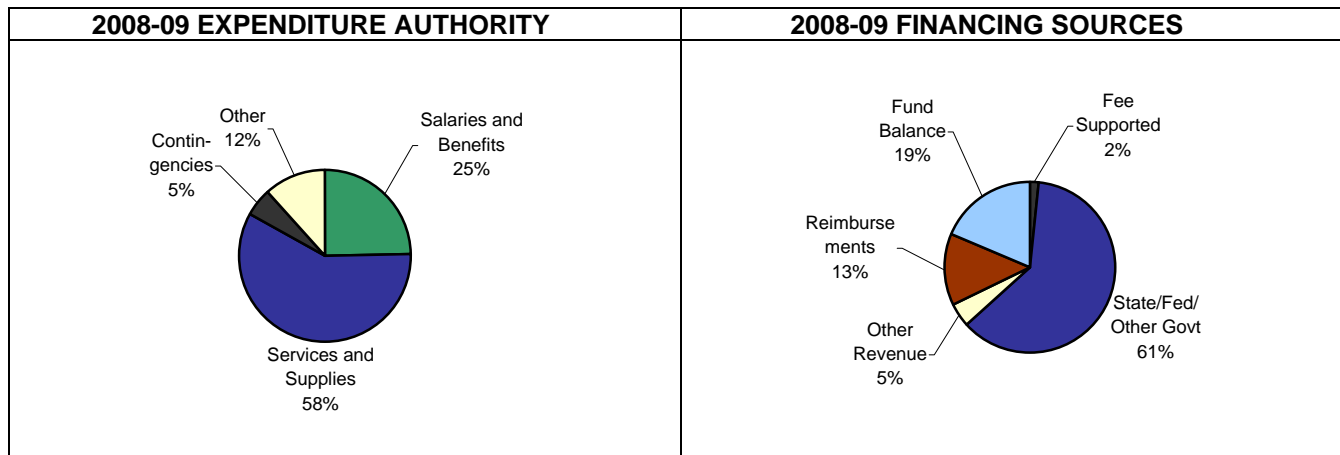
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 57,608,930        | 62,138,947        | 67,567,752        | 101,102,388                   | 67,976,681          |
| Departmental Revenue | 40,044,246        | 74,616,937        | 89,128,105        | 69,576,157                    | 61,397,055          |
| Fund Balance         |                   |                   |                   | 31,526,231                    |                     |
| Budgeted Staffing    |                   |                   |                   | 412.4                         |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, the expenditures for these funds are typically less than budget. The amount not expended is carried over to the subsequent year's budget.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Public Works - Transportation  
FUND: Road Operations

BUDGET UNIT: SAA, SVF, SVJ, SVK, SVL, SVM  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 21,437,225        | 26,506,879        | 27,604,880        | 25,727,359          | 32,797,258                 | 32,821,386                    | 24,128                                       |
| Services and Supplies       | 30,481,955        | 32,403,820        | 38,241,265        | 35,690,156          | 67,682,810                 | 77,269,698                    | 9,586,888                                    |
| Central Computer            | 167,621           | 204,873           | 235,338           | 273,583             | 273,583                    | 325,833                       | 52,250                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 208,000                       | 208,000                                      |
| Other Charges               | 533,803           | 993,970           | 2,017,563         | 2,639,025           | 4,394,234                  | 4,382,884                     | (11,350)                                     |
| Land and Improvements       | 94,196            | 36,688            | 2,065,185         | 633,147             | 2,338,000                  | 2,245,000                     | (93,000)                                     |
| Equipment                   | 317,656           | 259,399           | 109,569           | 653,033             | 937,500                    | 992,000                       | 54,500                                       |
| Vehicles                    | 3,514,825         | 1,193,390         | 2,099,799         | 2,862,834           | 3,200,000                  | 4,820,000                     | 1,620,000                                    |
| L/P Struct/Equip/Vehicles   | 880,312           | 925,083           | 972,327           | 880,441             | 895,000                    | 835,000                       | (60,000)                                     |
| Transfers                   | 930,196           | 2,061,486         | 1,022,806         | 888,057             | 1,913,233                  | 1,880,458                     | (32,775)                                     |
| Contingencies               | -                 | -                 | -                 | -                   | 7,000,000                  | 7,000,000                     | -  |
| Total Exp Authority         | 58,357,789        | 64,585,588        | 74,368,732        | 70,247,635          | 121,431,618                | 132,780,259                   | 11,348,641                                   |
| Reimbursements              | (748,859)         | (3,261,910)       | (7,172,698)       | (2,820,954)         | (20,879,230)               | (17,866,948)                  | 3,012,282                                    |
| Total Appropriation         | 57,608,930        | 61,323,678        | 67,196,034        | 67,426,681          | 100,552,388                | 114,913,311                   | 14,360,923                                   |
| Operating Transfers Out     | -                 | 815,269           | 371,718           | 550,000             | 550,000                    | 350,000                       | (200,000)                                    |
| Total Requirements          | 57,608,930        | 62,138,947        | 67,567,752        | 67,976,681          | 101,102,388                | 115,263,311                   | 14,160,923                                   |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Licenses and Permits        | 189,421           | 234,141           | 562,940           | 573,928             | 500,000                    | 600,000                       | 100,000                                      |
| Use Of Money and Prop       | 489,064           | 819,937           | 1,664,637         | 1,990,533           | 1,252,500                  | 2,055,600                     | 803,100                                      |
| State, Fed or Gov't Aid     | 35,210,113        | 52,882,163        | 69,161,562        | 54,752,005          | 64,050,397                 | 81,967,329                    | 17,916,932                                   |
| Current Services            | 974,794           | 1,448,079         | 2,850,934         | 3,013,864           | 2,321,760                  | 1,627,277                     | (694,483)                                    |
| Other Revenue               | 606,618           | 1,846,916         | 4,018,610         | 262,585             | 1,346,500                  | 3,611,500                     | 2,265,000                                    |
| Other Financing Sources     | 2,574,236         | 4,635,701         | 2,669,690         | 804,140             | 105,000                    | 105,000                       | -  |
| Total Revenue               | 40,044,246        | 61,866,937        | 80,928,373        | 61,397,055          | 69,576,157                 | 89,966,706                    | 20,390,549                                   |
| Operating Transfers In      | -                 | 12,750,000        | 8,199,732         | -                   | -                          | 350,000                       | 350,000                                      |
| Total Financing Sources     | 40,044,246        | 74,616,937        | 89,128,105        | 61,397,055          | 69,576,157                 | 90,316,706                    | 20,740,549                                   |
| Fund Balance                |                   |                   |                   |                     | 31,526,231                 | 24,946,605                    | (6,579,626)                                  |
| Budgeted Staffing           |                   |                   |                   |                     | 412.4                      | 415.8                         | 3.4  |





## APPROPRIATION

Salaries and benefits of \$32,821,386 fund 415.8 budgeted positions. Of the 3.4 increase in budgeted staffing, 1.5 reflects a technical change in 2008-09 that rounded position numbers to one decimal place in the county's budget system. The remaining increase of 1.9 is the net result of adding several new positions largely offset by eliminating a number of existing vacant positions. The detail of these additions/deletions, which results in virtually no additional cost impact to the department, is as follows:

- 5.0 new positions (2.0 Maintenance and Construction Worker I; 1.0 Maintenance and Construction Worker II; 1.0 Equipment Operator I; 1.0 Equipment II) are being added to Operations for a new Bridge Crew. This crew will be used primarily to repair/maintain 137 bridges on the National Trails Highway and address recommendations put forth by CalTrans concerning the age and deterioration of these bridges.
- 1.0 Office Assistant III to assist the Department's superintendents with online inputting and additional clerical work.
- 1.0 Engineering Technician V to coordinate the work flow of the Permits Section.
- 1.0 Business Systems Analyst III to supervise the Business Systems section and oversee all application development.
- 1.0 Departmental IS Administrator to develop Informational Technology strategies/plans and manage the Department's technology staff.
- 1.0 Public Works Engineer II for Transportation Planning to prepare engineering cost estimates, conduct field reviews, and prepare engineering reports.
- 1.0 Transportation Analyst II to further develop coordination with regional agencies such as SANBAG, SCAG and Caltrans.
- 1.0 Engineering Technician V to coordinate and oversee the traffic tracking and monitoring program.
- 3.0 Public Service Employee positions increase due to seasonal operations needs, departmental imaging transition, and clerical requirements as needed.
- 8.0 positions deleted (7.0 Equipment Operator II; 1.0 Equipment Operator III) due to completion of the right of way clearing phase of the Bark Beetle project.
- 1.4 Contract Project Managers are being deleted since they are no longer needed to augment construction management staff.
- 3.7 reduction in staffing (1.0 Engineering Tech II; 1.0 Engineering Tech III; 1.0 Engineering Tech IV; 0.7 Engineering Tech V) within the Traffic and Transportation Planning sections due to a realignment of work duties within the department.

In addition to the above, the department is proposing that an Engineering Technician IV position be reclassified to a Geographic Information Systems Technician III.

Services and supplies of \$77,269,698 include professional service contracts for external road construction projects, road materials, and vehicle usage related to in-house road maintenance and construction projects. This category also includes costs for computer hardware/software, insurance charges, general maintenance and office supplies. The additional \$9,586,888 reflects increased costs for insurance, equipment usage charges, and road materials, as well as construction of the following major rehabilitation projects to be financed by Proposition 1B funding:

- Meridian Road in the Lucerne Valley area.
- National Trails Highway in the Needles area.
- San Bernardino Avenue in the Fontana area.
- Colton Avenue in the Mentone area.
- Roswell Avenue in the Chino area.
- Riverside Avenue in the Rialto area.

These increases are partially offset by completion of several construction projects during 2007-08 including: Overlays on Baldy Mesa Road (Phelan and Oak Hills areas); Rehabilitation of Phelan Road (Pinon Hills area); Rehabilitation of Redwood Avenue (Fontana area); Installation of a left turn pocket on Central Road at Ocotillo Road (Apple Valley area); Signal installation project on Maple Lane at State Highway 38 (Moonridge area); Widening of Slover Avenue at Live Oak (Fontana area); and Rehabilitation of Opal Avenue (Mentone area).



Travel is a new appropriation unit for 2008-09. The amount budgeted of \$208,000 includes \$150,000 to compensate field crews for the cost of food and lodging while in the performance of their work duties; \$43,000 for training and conferences (including air travel costs); and \$15,000 for motor pool rentals. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Other charges of \$4,382,884 represent contributions to other agencies of \$1,572,884 for projects in Fontana, Needles and Twenty-Nine Palms; debt service payments of \$2,500,000; interest on lease purchases of \$160,000; and temporary right-of-easement expenses of \$150,000.

Land and improvements of \$2,245,000 include \$1,500,000 in right-of-way purchases needed for road construction projects. The balance of \$745,000 is for the following structures and improvements:

- \$300,000 for construction of equipment building and office at Yard 4 (Running Springs Yard).
- \$200,000 for demolition of house and construction of new yard office at Yard 3 (West Valley Yard).
- \$150,000 for re-roofing and insulation of equipment building at Yard 8 (Blue Jay Yard).
- \$ 70,000 for installation of Materials Lab at 825 E. Third Street.
- \$ 15,000 for exhaust fans for equipment building at Yard 7 (Crestline Yard).
- \$ 10,000 for security improvements recommended by the Sheriff's Department.

Equipment of \$992,000 includes the following large equipment purchases:

- \$320,000 for 8 traffic signal poles at various locations
- \$180,000 for 12 new federally mandated diesel exhaust systems
- \$120,000 for 4 controller assemblies (replacements)
- \$100,000 for crack fill trailer with air compressor (replacement)
- \$ 70,000 for 7 yellow flashing beacons (replacements)
- \$ 60,000 for 3 axle equipment trailer (replacement)
- \$ 25,000 for air compressor trailer (replacement)
- \$ 20,000 for material dump trailer
- \$ 20,000 for pneumatic compactor attachment for grader

Vehicles of \$4,820,000 represent the following replacements and new purchases:

Replacements:

- \$950,000 for five 3 axle dump trucks
- \$620,000 for two AWD motor graders with blades
- \$375,000 for two 2 axle dump trucks
- \$275,000 for speed loader
- \$250,000 for loader with attachments
- \$250,000 for tractor semi
- \$225,000 for 4x4 dump, plow truck with sander
- \$190,000 for 3 axle dump truck with blade
- \$180,000 for stencil truck
- \$180,000 for thermal truck
- \$175,000 for 4x4 patch truck with blade
- \$ 90,000 for pup roller compactor and trailer
- \$ 80,000 for ½ ton 4x4 service truck

New Vehicles:

- \$200,000 for loader, bucket and forks (Bridge crew)
- \$160,000 for two sign trucks
- \$100,000 for 4x4 2 ton pick up with blade
- \$100,000 for crew cab service truck with generator (Bridge crew)
- \$ 80,000 for 4x4 1½ ton pick up
- \$ 80,000 for 1½ ton pick up

- \$ 70,000 for track skid steer with trailer (Bridge crew)
- \$ 50,000 for two sedans
- \$ 50,000 for 4x4 ½ ton short bed full size pickup
- \$ 50,000 for 4x4 ¾ ton full size pickup
- \$ 40,000 for pick up (Bridge crew)

Lease purchases of \$835,000, reflects a \$60,000 net decrease resulting from completion of two outstanding leases (\$185,000) and the addition of a new lease for computers (\$125,000).

Transfers of \$1,880,458, reflects a decrease of \$32,775 primarily due to minor adjustments to estimated labor and services for 2008-09 provided by other County departments.

Contingencies of \$7,000,000 represent a portion of the unreserved fund balance appropriated for unanticipated costs that may occur during 2008-09.

Reimbursements of \$17,866,948 are from three largest sources as follows:

- \$6,500,000 from other agencies such as Community Development and Housing (CDH) and San Bernardino County Redevelopment Agency (RDA).
- \$6,000,000 from inter-departmental transfers for equipment and materials usage.
- \$5,000,000 for labor allocated to departmental projects funded by other revenues, such as Measure I and Development Fees.

The \$3,012,282 decrease is mainly the result of reduced contributions of \$400,000 from Measure I funds due to completion of the Central Road and Ocotillo Way overlay projects, \$1,200,000 decrease from RDA for the Cherry Avenue widening project, and \$1,500,000 less from CDH due to the completion of several sidewalk projects in various areas of the county.

Operating transfers out/in of \$350,000 reflect an intra-departmental transfer to finance projects for 2008-09.

## DEPARTMENTAL REVENUE

Licenses and permits of \$600,000 represent anticipated revenue from road permits.

Use of money and property revenue of \$2,055,600 reflects an \$803,100 increase from the previous year based on anticipated interest earnings from available cash balances.

State, federal and other governmental aid of \$81,967,329 includes \$37,500,000 of state highway users tax, \$15,500,000 of Proposition 42 funds, \$7,500,000 of Proposition 1B funds, and \$21,467,329 from various other state and federal sources. The revenue in this category is increasing by approximately \$17,900,000 primarily due to the following changes in funding:

- \$7,500,000 increase in state highway users tax due to a six month delay in apportionment distribution from the State of California, which will now be received September 2008. This \$7,500,000 was originally scheduled for distribution in April, May, and June of 2007-08.
- \$15,500,000 increase in Proposition 42 (AB2928) funding.
- \$5,000,000 increase in federal aid committed for construction of Garnet Street Bridge and Needles Highway.
- \$3,000,000 decrease in Local Transportation Funds based on anticipated needs of Local Transit Agencies.
- \$7,500,000 decrease in Proposition 1B funds.

Current services revenue of \$1,627,277 is decreasing by \$694,483 primarily due to the completion of a \$700,000 contribution from the City of Fontana for their share of a signal installation and roadway widening project at Slover Avenue/Locust Avenue during 2007-08.



Other revenue of \$3,611,500 is increasing by \$2,265,000 primarily due to the anticipated proceeds from sale of surplus right-of-way in connection with the Valley Boulevard at Pepper Street intersection realignment project in Colton.

Other financing sources are budgeted at \$105,000 for 2008-09. Although \$105,000 was also budgeted for last year, \$804,140 is now expected to be received. This unanticipated revenue in 2007-08 is due to \$547,500 from the county general fund to offset the cost of environmental services relative to the Cajon Creek Levee Alignment and Mitigation Plan at Glen Helen Regional Park and an additional \$150,000 from the sale of vehicles sold at auction.

| PERFORMANCE MEASURES   |                   |                      |                      |                      |
|--|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure                                 | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Average Pavement Condition Index (PCI) of county maintained roads. | 76                | 75                   | 75                   | 75                   |

The above performance measure reflects the division's commitment to maintaining a high level of road safety and conditions, as roads are historically high on the concerns of the public. The average Pavement Condition Index is the standard used for the overall structural status of a road. Any road with a grade of 70 or greater is considered to be in very good condition.

| ADDITIONAL GENERAL FUND FINANCING REQUESTS |  |                      |                |                         |                |   |
|--|--|----------------------|----------------|-------------------------|----------------|---|
| Rank                                       | Brief Description of Request   | Budgeted<br>Staffing | Appropriation  | Departmental<br>Revenue | Local<br>Cost  | Proposed<br>2008-09<br>Performance<br>Measurement |
| 1.   | Remodel of restrooms -<br>CIP Request<br>The department is requesting \$360,000 of Capital Improvement Project (CIP) funds to remodel three sets of restrooms at the S. Wesley Break Center. These restrooms have not been upgraded since the building was occupied by the Department of Public Works in the 1960's. | -                    | 360,000        | -                       | 360,000        |   |
|  | <i>Complete the remodel of restrooms</i>   |                      |                |                         |                | 100%  |
|  | <b>Total</b>   | <u>-</u>             | <u>360,000</u> | <u>-</u>                | <u>360,000</u> |   |



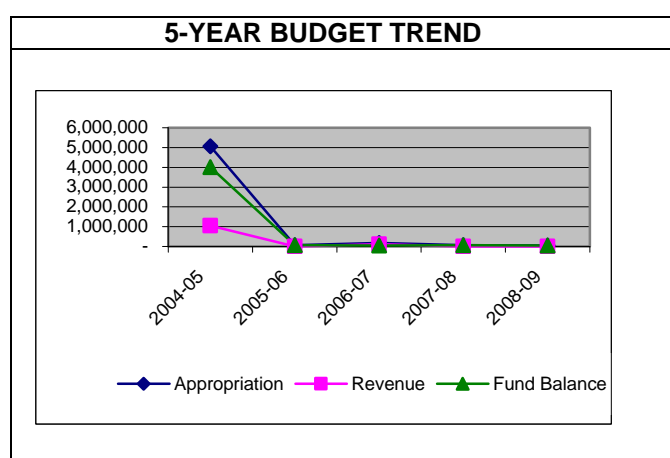
## Transportation – Etiwanda Interchange Improvement Project

### DESCRIPTION OF MAJOR SERVICES

This budget unit was established to separately account for the revenues and expenditures related to a cooperative agreement between the county's Department of Public Works, the California Department of Transportation (Caltrans), and the Catellus Corporation. This agreement allows for the redesign of the interchange at Etiwanda Avenue and Interstate 10 near Fontana. This project has been designed and constructed in three Phases. Phase I consisted of the realignment of Valley Boulevard, Phase II was the reconstruction of the Etiwanda Avenue at I-10 interchange, and Phase III is the landscaping for the project. Phase I and Phase II have been completed. Phase III, which began in 2003-04, is expected for completion in 2008-09.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

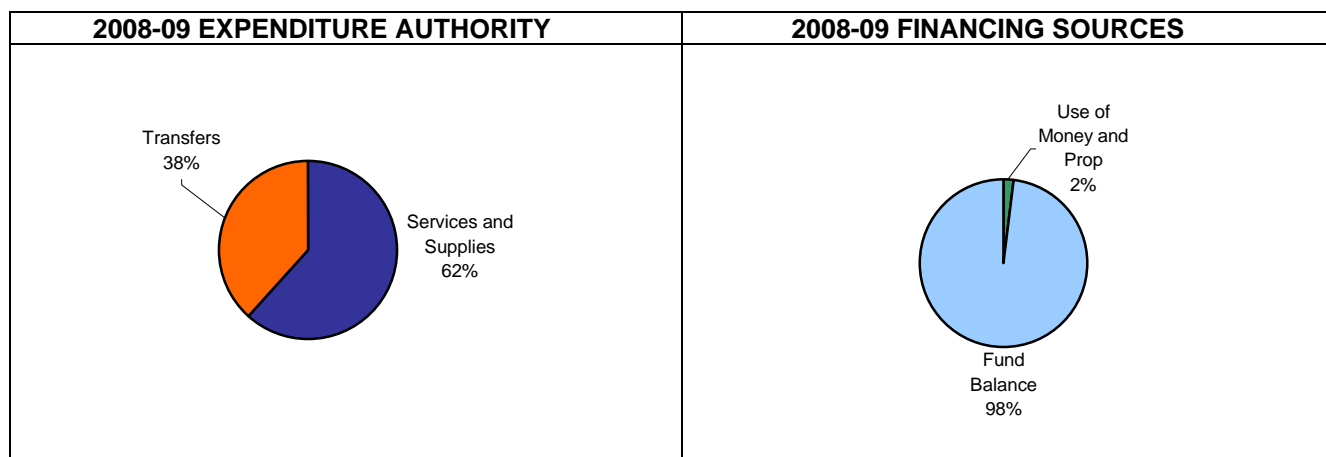


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | (14,128)          | 18,189            | 2,732             | 60,395                        | 11,200              |
| Departmental Revenue | (144,801)         | 6,913             | 9,037             | 1,000                         | 2,925               |
| Fund Balance         |                   |                   |                   | 59,395                        |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, the expenditures in this fund are typically less than budget. The amount not expended is carried over to the subsequent year's budget.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Etiwanda Interchange Improvement

BUDGET UNIT: SVE TRA  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | (16,961)          | 11,657            | 6                 | 500                 | 58,395                     | 32,120                        | (26,275)                                     |
| Transfers                   | 2,833             | 6,532             | 2,726             | 10,700              | 2,000                      | 20,000                        | 18,000                                       |
| Total Appropriation         | (14,128)          | 18,189            | 2,732             | 11,200              | 60,395                     | 52,120                        | (8,275)                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 5,956             | 6,913             | 5,574             | 2,800               | 1,000                      | 1,000                         | -  |
| State, Fed or Gov't Aid     | (161,485)         | -                 | 3,463             | -                   | -                          | -                             | -  |
| Current Services            | 1,821             | -                 | -                 | 125                 | -                          | -                             | -  |
| Other Revenue               | 8,907             | -                 | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | (144,801)         | 6,913             | 9,037             | 2,925               | 1,000                      | 1,000                         | -  |
| Fund Balance                |                   |                   |                   |                     | 59,395                     | 51,120                        | (8,275)                                      |

Services and supplies of \$32,120 are decreasing by \$26,275 based on the reduced need of professional services for the project's final landscaping phase.

Transfers of \$20,000 are increasing by \$18,000 based on additional departmental labor costs anticipated to complete the project.



## Transportation - High Desert Corridor Project

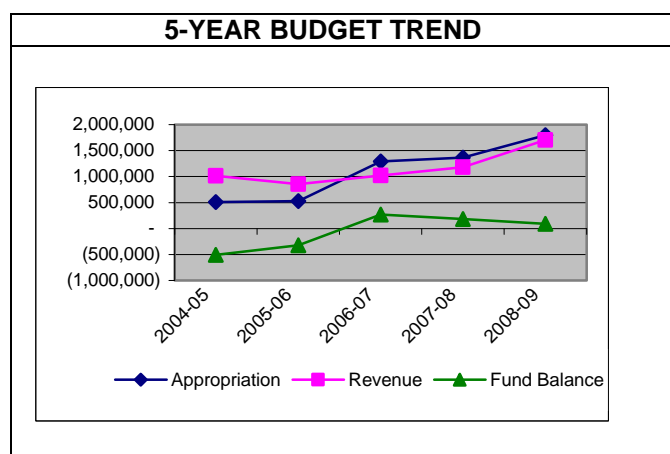
### DESCRIPTION OF MAJOR SERVICES

In 2000-01, the Board of Supervisors approved a cooperative agreement between the county, the City of Victorville, and the Town of Apple Valley. This agreement allows for the beginning of environmental studies and preliminary engineering for an east/west high desert corridor north of Victorville from Highway 395 through the Town of Apple Valley. In accordance with the cooperative agreement, the city and the town will reimburse the county for all costs related to this project. This budget unit was established to separately account for expenditures and revenues related to this project.

In October 2006, the Board of Supervisors established the High Desert Corridor Joint Powers Authority (JPA) with Los Angeles County. The primary purpose of this JPA is to oversee the financing and construction of a 66 mile stretch of freeway corridor from State Route 14 in the Palmdale/Lancaster area through the high desert cities of Adelanto, Victorville, and Apple Valley. At the present time, appropriation and revenue related to this much larger project are not included in this budget unit. However, the budget may be subsequently adjusted to accommodate this project as the need arises.

There is no staffing associated with this budget unit.

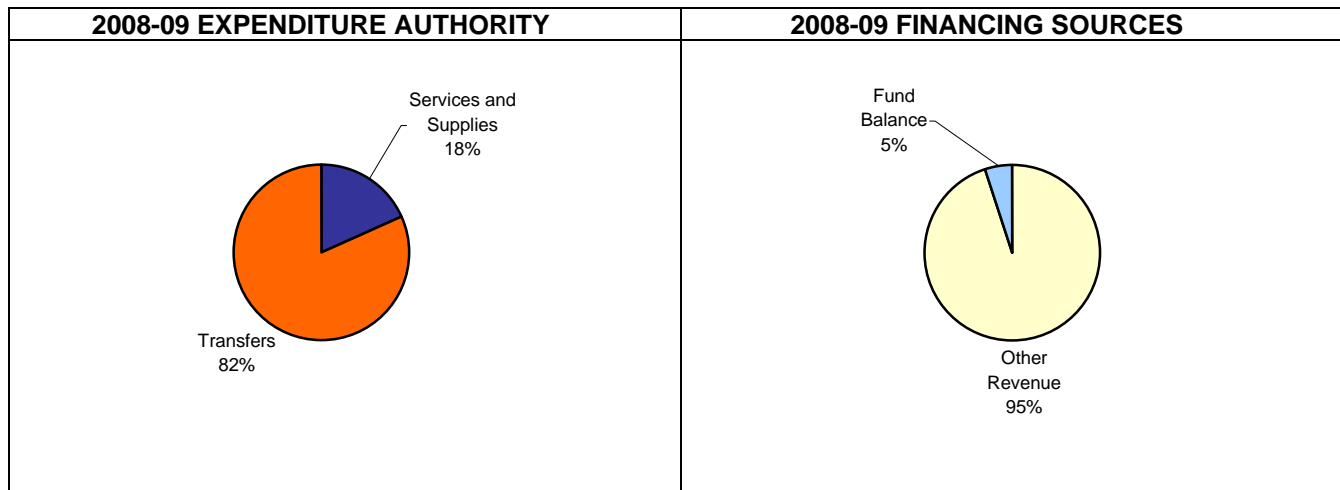
### BUDGET HISTORY



### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 508,363           | 737,709           | 918,835           | 1,363,247                     | 1,114,073           |
| Departmental Revenue | 529,305           | 850,583           | 823,961           | 1,181,119                     | 1,022,928           |
| Fund Balance         |                   |                   |                   | 182,128                       |                     |

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: High Desert Corridor Project

BUDGET UNIT: SWL TRA  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 33,592            | 144,945           | 126,575           | 237,686             | 394,236                    | 330,574                       | (63,662)                                     |
| Equipment                   | -                 | 8,246             | -                 | -                   | -                          | -                             | -  |
| Transfers                   | 474,771           | 584,518           | 792,260           | 876,387             | 969,011                    | 1,464,844                     | 495,833                                      |
| Total Exp Authority         | 508,363           | 737,709           | 918,835           | 1,114,073           | 1,363,247                  | 1,795,418                     | 432,171                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 3,351             | 3,058             | 6,381             | 4,215               | 7,500                      | 7,500                         | -  |
| State, Fed or Gov't Aid     | 63,975            | 847,525           | 817,580           | 1,018,713           | -                          | -                             | -  |
| Current Services            | 461,979           | -                 | -                 | -                   | -                          | -                             | -  |
| Other Revenue               | -                 | -                 | -                 | -                   | 1,173,619                  | 1,696,935                     | 523,316                                      |
| Total Revenue               | 529,305           | 850,583           | 823,961           | 1,022,928           | 1,181,119                  | 1,704,435                     | 523,316                                      |
| Fund Balance                |                   |                   |                   |                     | 182,128                    | 90,983                        | (91,145)                                     |

Services and supplies of \$330,574 include professional service contracts, vehicle usage, computer hardware and software, communication charges, and office supplies. The amount budgeted is decreasing by \$63,662 due to reduction in professional services charges.

Transfers of \$1,464,044 are increasing by \$495,033 as the result of additional manpower requirements for this project.

Other revenue of \$1,696,935 is increasing by \$523,316 to reflect additional reimbursements from the City of Victorville, which is the lead agency for this project.





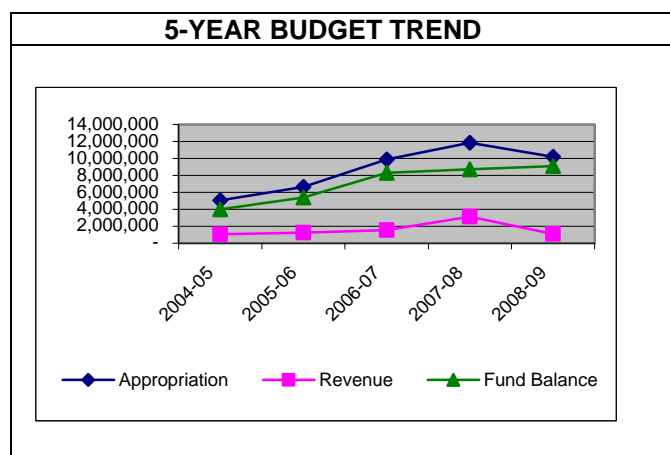
## Transportation – Facilities Development Plans

### DESCRIPTION OF MAJOR SERVICES

Transportation Facilities Development Plans are established by county ordinance to collect fees on new construction. These plans provide funds for construction of roads within the boundaries of the established fee area. As fees are collected, these monies are deposited into restricted accounts until sufficient funds have been accumulated to complete projects identified in the Plan Priority Project List. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Oak Hills, Snowdrop Road, South & East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final community approval.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



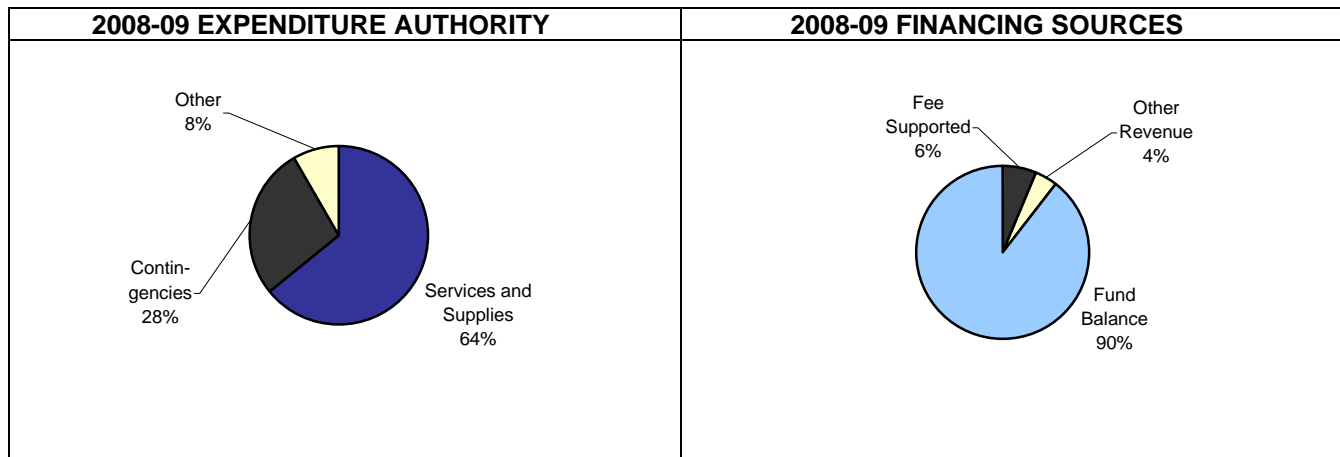
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 192,359           | (560,876)         | 2,237,431         | 11,858,260                    | 705,800             |
| Departmental Revenue | 1,589,829         | 2,347,544         | 2,645,063         | 3,137,604                     | 1,087,486           |
| Fund Balance         |                   |                   |                   | 8,720,656                     |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures in this fund are typically less than budget. The amount not expended is carried over to the subsequent year's budget.

Also, revenues are projected to be approximately \$2.0 million less than budget resulting from fees generated through development being lower than anticipated.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Facilities Development Plans

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 141,933           | 110,573           | 1,934,863         | 473,000             | 7,650,429                  | 6,523,286                     | (1,127,143)                                  |
| Other Charges               | -                 | -                 | 12,160            | 2,800               | 120,500                    | 120,500                       | -  |
| Transfers                   | 50,426            | 128,551           | 290,408           | 230,000             | 727,020                    | 727,020                       | -  |
| Contingencies               | -                 | -                 | -                 | -                   | 3,360,311                  | 2,815,859                     | (544,452)                                    |
| Total Exp Authority         | 192,359           | 239,124           | 2,237,431         | 705,800             | 11,858,260                 | 10,186,665                    | (1,671,595)                                  |
| Reimbursements              | -                 | (800,000)         | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 192,359           | (560,876)         | 2,237,431         | 705,800             | 11,858,260                 | 10,186,665                    | (1,671,595)                                  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 90,175            | 202,286           | 394,593           | 458,406             | 398,725                    | 443,210                       | 44,485                                       |
| Current Services            | 1,499,654         | 2,145,258         | 1,813,018         | 629,080             | 2,738,879                  | 641,113                       | (2,097,766)                                  |
| Other Revenue               | -                 | -                 | 746               | -                   | -                          | -                             | -  |
| Other Financing Sources     | -                 | -                 | 436,706           | -                   | -                          | -                             | -  |
| Total Revenue               | 1,589,829         | 2,347,544         | 2,645,063         | 1,087,486           | 3,137,604                  | 1,084,323                     | (2,053,281)                                  |
| Fund Balance                |                   |                   |                   |                     | 8,720,656                  | 9,102,342                     | 381,686                                      |

Services and supplies of \$6,523,286 include professional service contracts for external road construction projects, road materials, and vehicle usage related to in-house road maintenance and construction projects. The \$1,127,143 decrease is mainly due to the completion of two significant road projects in 2007-08: signal installation at Phelan Road/Wilson Ranch Road (Phelan area) and paving of Escondido Road (Hesperia area).

Other charges of \$120,500 represent temporary right-of-way purchases anticipated for 2008-09.

Transfers of \$727,020 represent the anticipated labor cost of department staff assigned to Transportation Facilities Development projects.

Contingencies of \$2,815,859 are budgeted for unanticipated costs during 2008-09.

Use of money and property revenue of \$443,210 is increasing by \$44,485 based on the estimated interest earnings on available cash.

Current services revenue of \$641,113 is decreasing by \$2,097,766 for 2008-09. This significant reduction is the result of decreased development activity in the Oak Hills, Apple Valley, and Helendale/Oro Grande areas.



## Transportation – Measure I Program

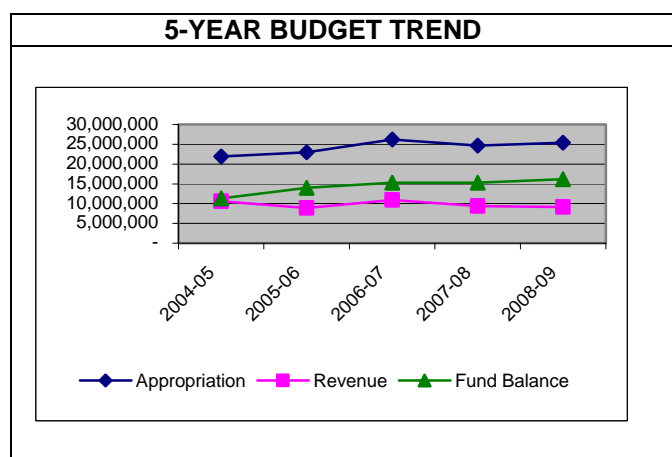
### DESCRIPTION OF MAJOR SERVICES

Measure I is a twenty-year program that provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as providing funds for elderly and handicap transit services. The source of funding is a countywide one-half cent sales tax that was passed by the voters in November 1989. The county is divided into six sub-areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

In November 2004, the voters of San Bernardino County approved the extension of this program for thirty years starting in 2010 and extending until 2040.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



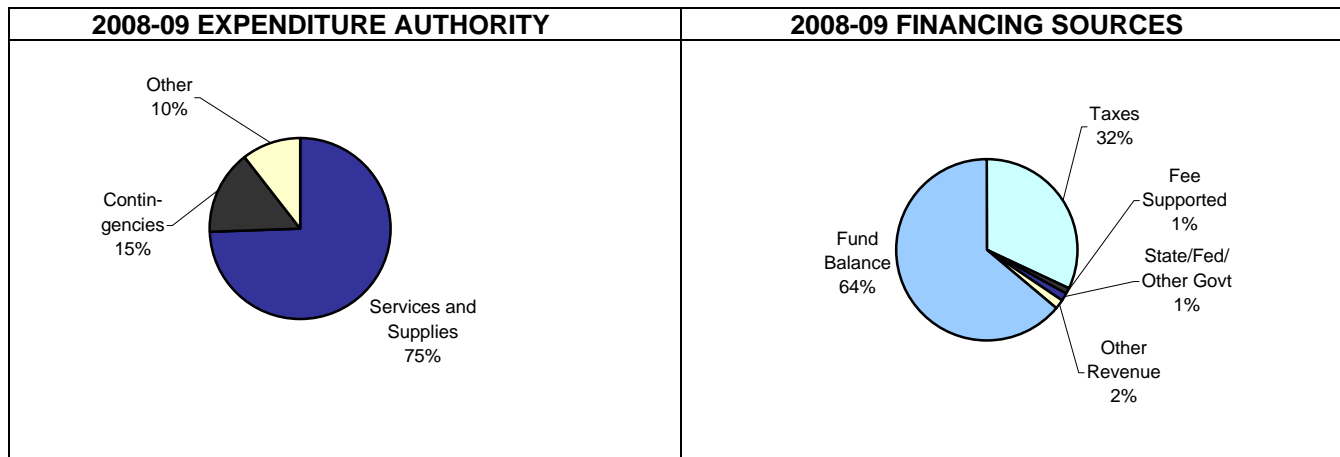
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 5,145,800         | 9,458,882         | 9,515,522         | 24,686,328                    | 8,414,858           |
| Departmental Revenue | 7,593,066         | 10,282,444        | 9,290,847         | 9,365,850                     | 9,307,049           |
| Fund Balance         |                   |                   |                   | 15,320,478                    |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures for these funds are typically less than budget. The amount not expended is carried over to subsequent year's budget.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Measure I Program

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 4,524,857         | 8,715,563         | 6,847,222         | 6,967,154           | 17,981,920                 | 18,878,400                    | 896,480                                      |
| Other Charges               | 81,881            | 1,500             | 2,650             | (980)               | 137,425                    | 40,000                        | (97,425)                                     |
| Transfers                   | 740,840           | 750,804           | 1,893,424         | 1,448,684           | 2,736,290                  | 2,620,700                     | (115,590)                                    |
| Contingencies               | -                 | -                 | -                 | -                   | 3,830,693                  | 3,830,693                     | -  |
| Total Exp Authority         | 5,347,578         | 9,467,867         | 8,743,296         | 8,414,858           | 24,686,328                 | 25,369,793                    | 683,465                                      |
| Reimbursements              | (201,778)         | (8,985)           | (402,774)         | -                   | -                          | -                             | -  |
| Total Appropriation         | 5,145,800         | 9,458,882         | 8,340,522         | 8,414,858           | 24,686,328                 | 25,369,793                    | 683,465                                      |
| Operating Transfers Out     | -                 | -                 | 1,175,000         | -                   | -                          | -                             | -  |
| Total Requirements          | 5,145,800         | 9,458,882         | 9,515,522         | 8,414,858           | 24,686,328                 | 25,369,793                    | 683,465                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | 7,006,380         | 7,785,906         | 7,999,511         | 7,706,621           | 8,233,560                  | 8,078,364                     | (155,196)                                    |
| Use Of Money and Prop       | 269,121           | 578,937           | 797,147           | 705,702             | 441,048                    | 422,060                       | (18,988)                                     |
| State, Fed or Gov't Aid     | (62,163)          | 1,448,419         | 27,710            | -                   | -                          | 330,000                       | 330,000                                      |
| Current Services            | 377,641           | 149,890           | 182,845           | 893,789             | 691,242                    | 326,700                       | (364,542)                                    |
| Other Revenue               | 2,087             | 319,292           | 16,634            | 937                 | -                          | -                             | -  |
| Total Revenue               | 7,593,066         | 10,282,444        | 9,023,847         | 9,307,049           | 9,365,850                  | 9,157,124                     | (208,726)                                    |
| Operating Transfers In      | -                 | -                 | 267,000           | -                   | -                          | -                             | -  |
| Total Financing Sources     | 7,593,066         | 10,282,444        | 9,290,847         | 9,307,049           | 9,365,850                  | 9,157,124                     | (208,726)                                    |
| Fund Balance                |                   |                   |                   |                     | 15,320,478                 | 16,212,669                    | 892,191                                      |

Services and supplies of \$18,878,400 include professional service contracts for external road construction projects, road materials, and vehicle usage related to in-house road maintenance and construction projects. The amount budgeted is increasing by \$896,480 mainly due to the Green Valley Lake Road overlay project and the La Contenta Road widening project (Yucca Valley area).

Other charges of \$40,000 represent the purchase of temporary right-of-way needed for projects.

Transfers of \$2,620,700 include contributions to the Road Operations Fund for project expenses, including labor costs. The amount budgeted is decreasing by \$115,590 primarily due to projects completed in 2007-08, including the Ocotillo Way and Central Road overlay projects (Apple Valley area).

Taxes of \$8,078,364 are decreasing by \$155,196 in the half-cent sales tax revenue due to current trend.



Use of money and property revenue of \$422,060 is decreasing by \$18,988 based on an anticipated reduction in cash balances for fiscal year 2008-09 largely due to the Vista Road grade separation project in the Helendale area. This \$1.9 million project was approved by the Board of Supervisors on January 15, 2008 and was added to the Measure I 5-Year Plan.

State, federal and governmental aid revenue of \$330,000 represents state grants for the following projects: construction of turn lane at Reche Road/State Highway 247 in the Landers area (\$80,000) and installation of traffic signal at Paradise Way/State Highway 38 in the Big Bear area (\$250,000).

Current services revenue of \$326,700 is decreasing by \$364,542 due to projects with financial contributions from local agencies and/or cities being completed in 2007-08. These projects include the Wolf Road overlay project (Big Bear area) and Kiowa Road rehabilitation project (Apple Valley area).



## Transportation – Regional Development Mitigation Plan

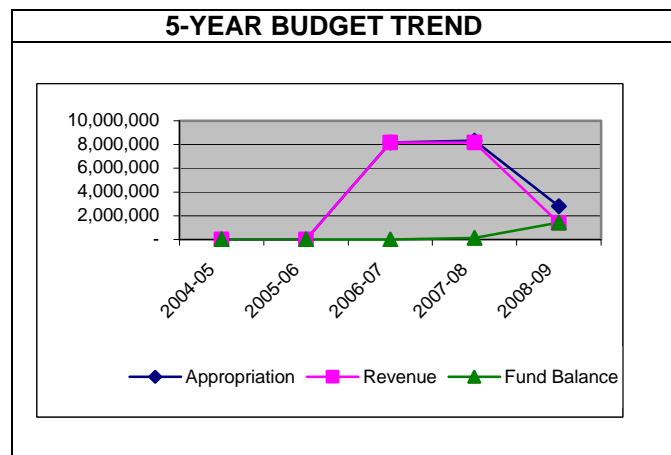
### DESCRIPTION OF MAJOR SERVICES

Pursuant to Measure I and the November 2005 Congestion Management Program (CMP) update (as approved by SANBAG), local jurisdictions were required to adopt a development mitigation program by November 2006 to generate fair-share development contributions to regional transportation needs, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of SANBAG's Development Mitigation Nexus Study. The County's Regional Transportation Development Mitigation Plan was adopted by the Board in November 2006.

Development impact fees, based upon the Nexus Study development contribution amounts, area growth projections, and regional transportation projects, are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the Measure I and/or Federal and State funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

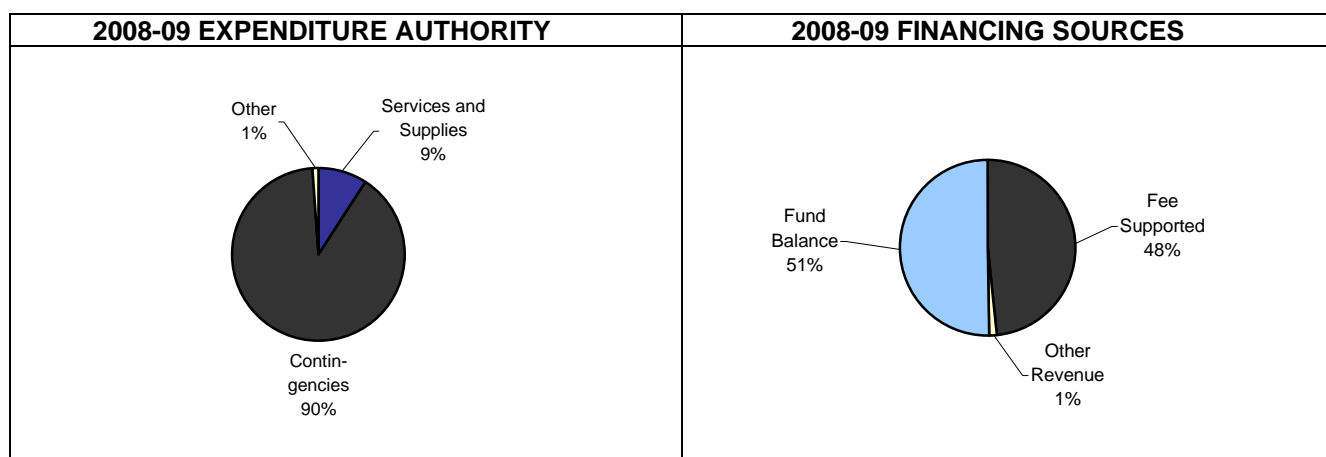


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | -                 | -                 | -                 | 8,325,517                     | -                   |
| Departmental Revenue | -                 | -                 | 145,287           | 8,180,230                     | 1,271,660           |
| Fund Balance         |                   |                   |                   | 145,287                       |                     |

In accordance with Section 29009 of the State Government code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures in this fund are typically less than budget. The amount not expended is carried over to the subsequent year's budget. Also, 2007-08 departmental revenue is projected to be approximately \$6.9 million less than budget resulting from fees generated through development being lower than anticipated.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Regional Development Mitigation Plan

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | -                 | -                 | -                 | -                   | 1,227,800                  | 256,572                       | (971,228)                                    |
| Transfers                   | -                 | -                 | -                 | -                   | 183,650                    | 29,250                        | (154,400)                                    |
| Contingencies               | -                 | -                 | -                 | -                   | 6,914,067                  | 2,526,410                     | (4,387,657)                                  |
| Total Appropriation         | -                 | -                 | -                 | -                   | 8,325,517                  | 2,812,232                     | (5,513,285)                                  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | -                 | -                 | 80                | 20,180              | 77,827                     | 36,617                        | (41,210)                                     |
| Current Services            | -                 | -                 | 145,207           | 1,251,480           | 8,102,403                  | 1,358,668                     | (6,743,735)                                  |
| Total Revenue               | -                 | -                 | 145,287           | 1,271,660           | 8,180,230                  | 1,395,285                     | (6,784,945)                                  |
| Fund Balance                |                   |                   |                   |                     | 145,287                    | 1,416,947                     | 1,271,660                                    |

Services and supplies of \$256,572 include professional service contracts for external road construction projects. The amount budgeted is decreasing by \$971,228 primarily due to a reduction in the amount of development fees received.

Transfers of \$29,250 are decreasing by \$154,400 based on anticipated labor needs for evaluation of new projects.

Contingencies of \$2,526,410 are decreasing by \$4,387,657 primarily due to reduced revenue from development fees.

Use of money and property revenue of \$36,617 is decreasing by \$41,210 based on less interest revenue generated from available cash balances.

Current services revenue of \$1,358,668 is decreasing by \$6,743,735 resulting from decreased development activity.

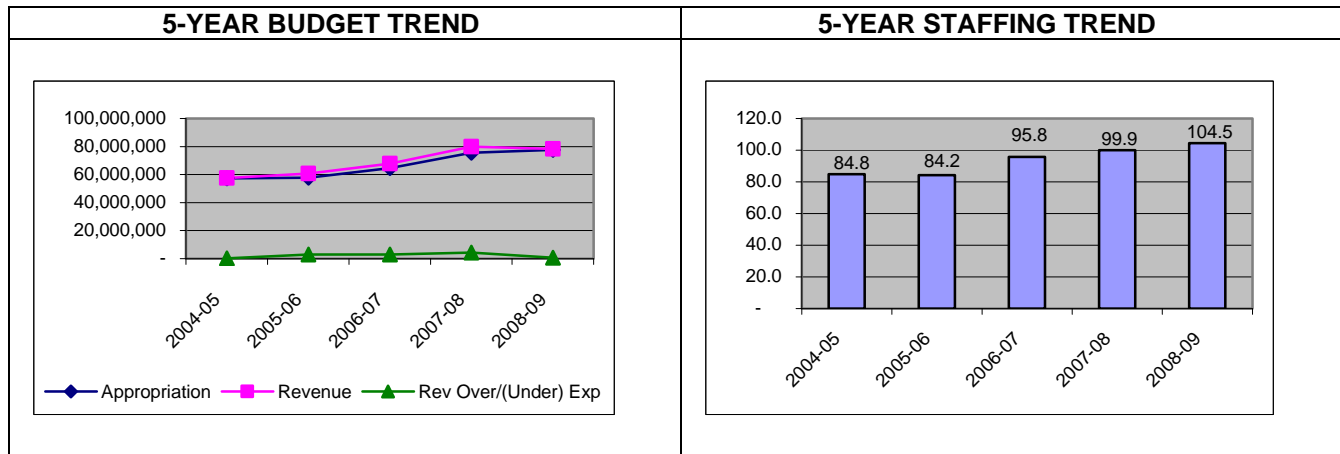


## Solid Waste Management - Operations

### DESCRIPTION OF MAJOR SERVICES

The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, eight transfer stations, five low volume transfer operations/community collection centers and thirty-three closed landfills or disposal sites. The SWMD also administers the county's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the county unincorporated area, and state mandated waste diversion and recycling programs.

### BUDGET HISTORY



### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 58,981,396        | 106,058,334       | 60,045,978        | 78,898,552                    | 70,670,092          |
| Departmental Revenue                          | 64,983,166        | 114,295,404       | 60,980,594        | 83,177,603                    | 70,335,885          |
| Revenue Over/(Under) Exp                      | 6,001,770         | 8,237,070         | 934,616           | 4,279,051                     | (334,207)           |
| Budgeted Staffing                             |                   |                   |                   | 99.9                          |                     |
| Fixed Assets                                  | 126,740           | 419,206           | 431,638           | 2,215,000                     | 618,288             |
| Unrestricted Net Assets Available at Year End | 13,357,987        | 4,407,830         | 5,342,446         |                               | 11,956,116          |

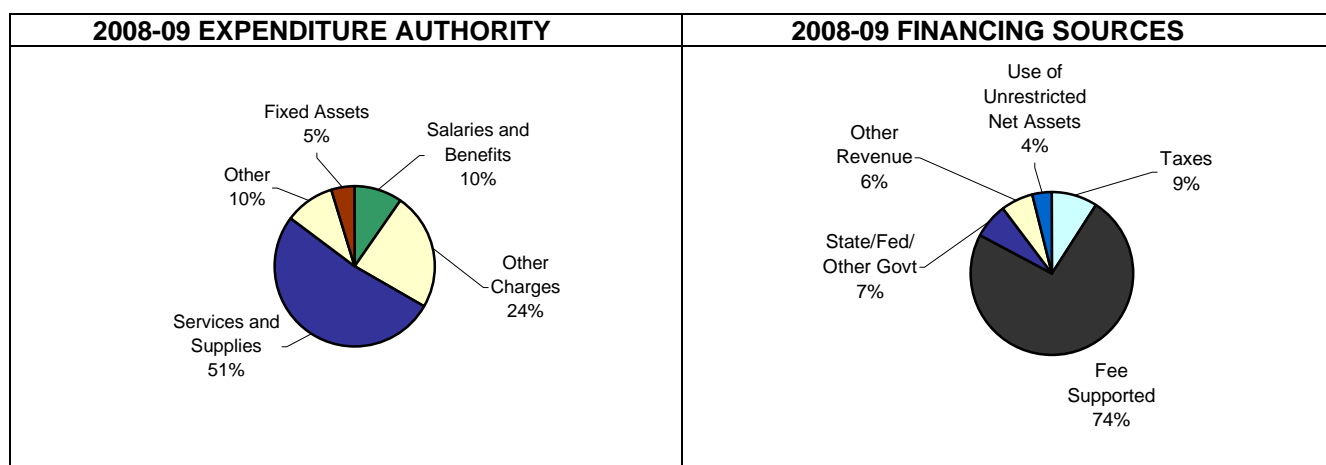
Appropriation for 2007-08 are estimated at approximately \$8.2 million less than budget primarily due to reduced operating transfers to the SWMD Site Enhancement/Expansion Fund because certain capital projects are being deferred to a later year.

Estimated departmental revenue are approximately \$12.8 million below budget primarily because the amount of tonnage anticipated from Ordinary Waste and Waste Delivery Agreements (WDA) Waste during 2007-08 is not being realized.

Fixed assets are projected to be approximately \$1.6 million less than budget due to the deferment of some capital improvement projects.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt.  
 FUND: Operations

BUDGET UNIT: EAA, EWC, EWE  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 4,807,998         | 5,233,365         | 6,371,030         | 7,228,846           | 7,936,741                  | 7,847,204                     | (89,537)                                     |
| Services and Supplies       | 27,900,829        | 29,241,225        | 31,240,496        | 42,265,536          | 39,807,980                 | 42,204,520                    | 2,396,540                                    |
| Central Computer            | 51,363            | 59,534            | 67,311            | 80,120              | 80,120                     | 139,378                       | 59,258                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 138,456                       | 138,456                                      |
| Other Charges               | 11,270,660        | 13,782,543        | 13,206,535        | 17,122,600          | 15,080,216                 | 19,388,078                    | 4,307,862                                    |
| Transfers                   | 258,662           | 350,492           | 464,993           | 381,027             | 265,793                    | 393,956                       | 128,163                                      |
| Total Appropriation         | 44,289,512        | 48,667,159        | 51,350,365        | 67,078,129          | 63,170,850                 | 70,111,592                    | 6,940,742                                    |
| Depreciation                | 315,368           | -                 | 947,346           | 257,305             | 1,522,352                  | 2,661,929                     | 1,139,577                                    |
| Operating Transfers Out     | 14,376,516        | 57,391,175        | 7,748,267         | 3,334,658           | 10,924,337                 | 4,818,195                     | (6,106,142)                                  |
| Total Requirements          | 58,981,396        | 106,058,334       | 60,045,978        | 70,670,092          | 75,617,539                 | 77,591,716                    | 1,974,177                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | 7,473,566         | 7,170,963         | 7,319,867         | 7,510,223           | 7,334,581                  | 7,513,610                     | 179,029                                      |
| Licenses and Permits        | 1,983,621         | 2,715,069         | 2,518,018         | 2,790,813           | 2,946,280                  | 2,408,121                     | (538,159)                                    |
| Use Of Money and Prop       | 455,282           | 763,841           | 941,826           | 1,126,020           | 711,219                    | 1,377,980                     | 666,761                                      |
| State, Fed or Gov't Aid     | 931,971           | 717,532           | 180,519           | 3,112,567           | 239,326                    | 5,595,425                     | 5,356,099                                    |
| Current Services            | 52,283,375        | 54,350,397        | 50,262,147        | 51,305,341          | 68,434,504                 | 57,677,041                    | (10,757,463)                                 |
| Other Revenue               | 1,341,372         | 917,126           | (939,869)         | 1,032,839           | 112,400                    | 393,005                       | 280,605                                      |
| Other Financing Sources     | 273,616           | 47,158,117        | 7,500             | -                   | -                          | -                             | -  |
| Total Revenue               | 64,742,803        | 113,793,045       | 60,290,008        | 66,877,803          | 79,778,310                 | 74,965,182                    | (4,813,128)                                  |
| Operating Transfers In      | 240,363           | 502,359           | 690,586           | 3,458,082           | 99,293                     | 3,334,658                     | 3,235,365                                    |
| Total Financing Sources     | 64,983,166        | 114,295,404       | 60,980,594        | 70,335,885          | 79,877,603                 | 78,299,840                    | (1,577,763)                                  |
| Rev Over/(Under) Exp        | 6,001,770         | 8,237,070         | 934,616           | (334,207)           | 4,260,064                  | 708,124                       | (3,551,940)                                  |
| Budgeted Staffing           |                   |                   |                   |                     | 99.9                       | 104.5                         | 4.6  |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Land                        | 105,000           | 70,000            | -                 | -                   | -                          | -                             | -  |
| Improvement to Land         | 773               | 214,253           | 204,523           | 392,802             | 1,331,000                  | 2,521,000                     | 1,190,000                                    |
| Improvement to Structures   | -                 | -                 | -                 | -                   | 635,000                    | 905,000                       | 270,000                                      |
| Equipment                   | 20,967            | 28,284            | 150,371           | 83,486              | 72,013                     | 314,554                       | 242,541                                      |
| Vehicles                    | -                 | 106,669           | 76,744            | 142,000             | 142,000                    | 60,000                        | (82,000)                                     |
| Capitalized Software        | -                 | -                 | -                 | -                   | 16,000                     | 137,200                       | 121,200                                      |
| Total Fixed Assets          | 126,740           | 419,206           | 431,638           | 618,288             | 2,196,013                  | 3,937,754                     | 1,741,741                                    |



## APPROPRIATION

Salaries and benefits of \$7,847,204 fund 104.5 budgeted positions. The net decrease of \$89,537 is primarily due to the following:

\$356,701 decrease from reduced costs for workers' compensation, termination benefits, and overtime.

\$345,675 increase for the addition of 4.6 new positions, as follows:

- 1.0 Business Systems Analyst I (\$85,121) for the Information Technology (IT) section to provide assistance in installation of automated truck lanes at landfills and to oversee all automated systems projects under general supervision of the department's Business Applications Manager.
- 1.0 Planner III (\$98,438) for the Planning and Permitting Section for regulatory review and compliance with expected rapidly changing state and local regulations of solid waste facilities and greenhouse gas emissions as well as to support, promote and remain consistent with San Bernardino County's Green County Initiative.
- 1.0 Engineering Tech IV (\$76,195) for the Engineering section to monitor the Landfill Gas Extraction Systems at Heaps Peak Disposal Site and the San Timoteo Sanitary Landfill, determine what maintenance and repairs are necessary, and also perform basic landfill gas extraction system maintenance and other field inspection duties.
- 1.0 Scale Operator (\$53,677) for the Operations and Scales section to reduce overtime and provide adequate vacation, holiday, and sick hour coverage, as well as provide coverage to allow off site training for existing scale operators.
- 0.5 Staff Analyst II (\$32,244) as a returning retiree for disaster planning and the Golden Guardian disaster exercise.
- Budgeted staffing was also increased by 0.1 due to a technical change that rounded position numbers in the county's budget system.

Services and supplies of \$42,204,520 includes payments to Burrtec for operation and maintenance of the county's disposal sites, insurance, COWCAP charges, legal fees, consultant contracts, and other professional services/technical assistance. The \$2,396,540 increase from prior year is largely due to the cost of the Disaster Debris Program for the October 2007 fires.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$138,456 reflects anticipated travel costs. This amount includes \$40,000 for private mileage reimbursements to employees performing job duties; \$64,500 for tuition reimbursements, conference registrations, and seminars; \$18,500 for the cost of attending regulatory agency public hearings and meetings with state regulators; and \$15,456 for other travel related costs such as hotels, meals, and car rentals. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Other charges of \$19,388,078 include Article 19 payments to cities and the potential cost of legal settlements. Also included in other charges are lease payments to the Inland Empire Public Facilities Corporation. Amounts budgeted in 2008/09 for these payments are as follows:

|           |              |
|-----------|--------------|
| Principal | \$ 6,430,000 |
| Interest  | \$ 4,678,212 |
| Total     | \$11,108,212 |

Other costs related to these lease payments are Letter of Credit, Remarketing, Trustee, Rating, and other fees totaling \$401,000 that are budgeted in the Services and Supplies appropriation unit.

Transfers of \$393,956 represent amounts to other departments for such costs as legislative services, Human Resources/Payroll charges and EH&P expenses. The \$128,163 increase is due to an additional amount to the Auditor/Controller-Recorder for building maintenance/security and to Code Enforcement for addressing illegal dumping activities.

Depreciation of \$2,661,929 is increasing by \$1,139,577 based on existing depreciation schedules. This increase does not impact the financial resources of SWMD since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers out of \$4,818,195 are primarily comprised of the following:

- \$3.3 million to the Site Enhancement/Expansion Fund for construction of one new septic pond at the Barstow Landfill, expansion of Ponds 1 and 2 at Barstow Landfill, and construction of a Land Farm at the Landers Landfill.
- \$1.4 million to the Site Enhancement/Expansion Fund, which represents distribution of proceeds from the 2005-06 Milliken Land Sale that will be used to fund capital projects.

## DEPARTMENTAL REVENUE

Taxes of \$7,513,610 are increasing by \$179,029 based on prior year estimates for the equivalent single family residence (ESFR) and hauler fees paid with the property tax bill.

Licenses and permits of \$2,408,121 are decreasing by \$538,159 due to the transfer of franchise fees to newly created Community Service Districts, as well as the receipt of one-time revenues in the prior fiscal year.

Use of money and property of \$1,377,980 is increasing by \$666,761 due to additional interest earnings on this fund's cash balance.

State, federal and other governmental aid of \$5,595,425 is increasing by \$5,356,099 mainly due to state and federal funding anticipated as reimbursement for costs associated with the October 2007 Fires Debris Removal Program.

Current services of \$57,677,041 mainly consist of revenue from landfill gate fees. A conservative 2% increase in tonnage over the June 30, 2008 estimate was used to develop the 2008-09 revenue projection. The 2008-09 budget also reflects fee increases approved by the Board of Supervisors in March 2008 and additional revenue generated from increased participation in the Comprehensive Disposal Site Diversion Program. The \$10,757,463 decrease from the amount budgeted in the prior year reflects a reduction in ordinary refuse revenues due to a combination of the following: reduced tonnage because of the decline in construction activity, increased waste diversion/recycling, decreased Article 19/Article 20 waste, reduction in processed green materials received, and elimination of the Perchlorate Surcharge Fee on Waste Delivery Agreements' tonnage. Over the last two years, there has been an industry-wide downturn in the actual amount of landfilled waste. San Bernardino County has experienced a 17% decrease in tonnage from 2,118,524 tons received in 2005-06 to the 1,755,738 tons expected for 2007-08.

Other revenue of \$393,005 is increasing by \$280,605, which is due to the prior years' density calculation penalty outlined in the operations contract.

Operating transfers in of \$3,334,658 is increasing by \$3,235,365 mostly because of the return of funds previously transferred to the Site Closure and Maintenance Fund.

## FIXED ASSETS

Improvement to land of \$2,521,000 consist of the following:

- \$1,000,000 for installation of LFG perimeter monitoring probes at Landers, Mid-Valley and Victorville landfills.
- \$350,000 for construction of access road at Victorville Landfill.



- \$310,000 for purchase and installation of 2 new permanent scales and 3 concrete vaults at Victorville Landfill.
- \$286,000 for resurfacing the entry road at Twentynine Palms Landfill.
- \$250,000 for Parking Lot Settlement Repairs at Heaps Peak.
- \$200,000 to install an irrigation system for perimeter landscaping at Mid-Valley Landfill.
- \$125,000 for purchase and installation of one new permanent scale at Heaps Peak Transfer Station.

Improvement to structures of \$905,000 include the following:

- \$425,000 for construction of a Permanent Scale House at Victorville Sanitary Landfill.
- \$230,000 for Permanent Scale House Project at Heaps Peak Transfer Station.
- \$150,000 for purchase/installation of a Mobile Office Trailer at Mid-Valley Landfill to house field staff.
- \$100,000 for purchase/installation of new Modular Style Scale House at Twentynine Palms Transfer Station.

Equipment of \$314,554 includes the following:

- \$75,000 - Victorville Automated Lanes RFID (Hardware, Software and groundwork).
- \$52,100 - Trailer with restroom for San Timoteo Landfill.
- \$38,713 - Towable Hydroseeder to seed inactive landfills.
- \$29,040 - Heaps Peak RFID System (Hardware and Software.)
- \$29,040 - Mid-Valley Automated Lanes RFID (Hardware and Software).
- \$27,000 - 5 Panasonic ToughBook Computer Workstations.
- \$19,101 - 2 Trimble GeoXH Global Positioning System Devices, including TerraSync and Pathfinder Software.
- \$16,200 - Victorville Automated Lanes-Close Proximity Reader Solution (Hardware).
- \$12,960 - 2 Network Printers.
- \$10,000 - Camera surveillance system at Heaps Peak Transfer Station.
- \$ 5,400 - Paradigm Software, LLC-Compu/Weigh Original Data Archive System (Hardware).

Vehicles of \$60,000 consist of the addition of a half-ton 4x4 pickup truck for field staff (\$30,000) and a small van for the IT section (\$30,000).

Capitalized Software of \$137,200 is for the system development of Disaster Management Software.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure                                | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Pounds of trash per cubic yard of capacity - Low Volume Sites.    | 1,000 lbs         | 1,030 lbs            | 1,030 lbs            | 1,030 lbs            |
| Pounds of trash per cubic yard of capacity - Medium Volume Sites. | 1,200 lbs         | 1,170 lbs            | 1,170 lbs            | 1,170 lbs            |
| Pounds of trash per cubic yard of capacity - High Volume Sites.   | 1,100 lbs         | 1,130 lbs            | 1,130 lbs            | 1,130 lbs            |

SWMD's goal of efficiently utilizing landfill capacity is the most important element for the Solid Waste Management Division and its operations. By utilizing capacity in the most effective manner, the division is able to operate each landfill to its maximum life expectancy and provide services to the public at the lowest possible cost. The division has determined that the 2007-08 estimate and 2008-09 target densities are optimal amounts and representative of efficient landfill operations, thus the goal is maintain this level. The density of landfilled trash is an easily measured objective and is one of the performance measures in the county's contract with Burrtec for landfill operations.

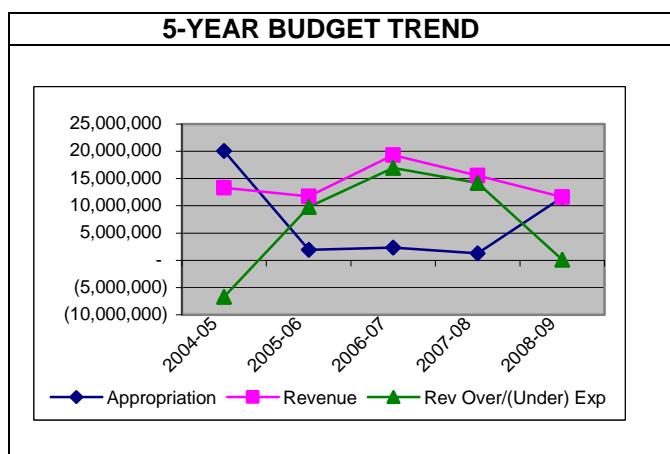
## Solid Waste Management - Site Closure and Maintenance

### DESCRIPTION OF MAJOR SERVICES

The Site Closure and Maintenance Fund provides for the closure of landfills and for post-closure maintenance [e.g., fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring] required by Titles 14 and 25 of the California Code of Regulations. This fund accounts for the expenses and revenues related to the planning, design, permitting and construction activities required for closure and post-closure maintenance of county landfills.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



### PERFORMANCE HISTORY

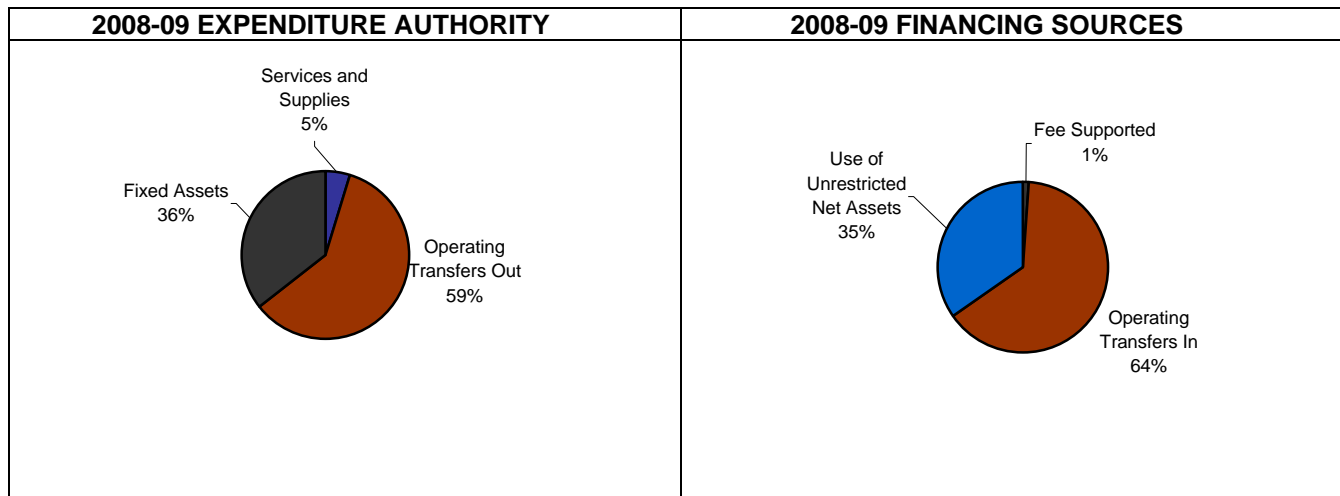
|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 1,107,038         | 967,784           | 1,437,077         | 1,300,203                     | 3,033,288           |
| Departmental Revenue                          | 9,718,833         | 5,544,220         | 19,353,342        | 15,520,380                    | 10,465,062          |
| Revenue Over/(Under) Exp                      | 8,611,795         | 4,576,436         | 17,916,265        | 14,220,177                    | 7,431,774           |
| Budgeted Staffing                             |                   |                   |                   | -                             |                     |
| Fixed Assets                                  | 11,010,059        | 8,589,789         | 16,619,926        | 7,486,281                     | 2,544,466           |
| Unrestricted Net Assets Available at Year End | 3,627,850         | 628,022           | 1,924,361         |                               | 6,364,119           |

Estimated appropriation are exceeding the 2007-08 budget by approximately \$1.7 million because of the following: a \$2,575,000 unbudgeted operating transfer to the SWMD Financial Assurance Fund to return monies received in the prior fiscal year; \$804,000 savings in professional services related to deferred capital projects until next fiscal year.

Departmental revenue for 2007-08 are estimated to be \$5,055,318 under budget due to not receiving an operating transfer from the SWMD Financial Assurance Fund as projected. The California Integrated Waste Management Board (CIWMB) is being slower than anticipated in providing approval for the release of closure funds.

Fixed assets are estimated at approximately \$4.9 million less than budget due to the deferral of certain capital projects until next fiscal year because of delays in receiving approvals from regulatory agencies.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt  
 FUND: Site Closure and Maintenance

BUDGET UNIT: EAB SWM  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 923,781           | 967,784           | 1,260,435         | 383,203             | 1,187,767                  | 844,564                       | (343,203)                                    |
| Other Charges               | 6,615             | -                 | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 930,396           | 967,784           | 1,260,435         | 383,203             | 1,187,767                  | 844,564                       | (343,203)                                    |
| Depreciation                | 176,642           | -                 | 176,642           | 75,067              | 112,436                    | 75,067                        | (37,369)                                     |
| Operating Transfers Out     | -                 | -                 | -                 | 2,575,018           | -                          | 10,614,720                    | 10,614,720                                   |
| Total Requirements          | 1,107,038         | 967,784           | 1,437,077         | 3,033,288           | 1,300,203                  | 11,534,351                    | 10,234,148                                   |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Taxes                       | -                 | 9,935             | 9,897             | 10,099              | 9,897                      | 10,099                        | 202  |
| Use Of Money and Prop       | 144,943           | 176,360           | 195,405           | 232,108             | 212,000                    | 25,000                        | (187,000)                                    |
| Current Services            | 154,857           | 135,827           | 165,459           | 160,064             | 220,500                    | 186,994                       | (33,506)                                     |
| Other Revenue               | 392,010           | 7,415             | (6,615)           | -                   | -                          | -                             | -  |
| Total Revenue               | 691,810           | 329,537           | 364,146           | 402,271             | 442,397                    | 222,093                       | (220,304)                                    |
| Operating Transfers In      | 9,027,023         | 5,214,683         | 18,989,196        | 10,062,791          | 15,077,983                 | 11,415,183                    | (3,662,800)                                  |
| Total Financing Sources     | 9,718,833         | 5,544,220         | 19,353,342        | 10,465,062          | 15,520,380                 | 11,637,276                    | (3,883,104)                                  |
| Rev Over/(Under) Exp        | 8,611,795         | 4,576,436         | 17,916,265        | 7,431,774           | 14,220,177                 | 102,925                       | (14,117,252)                                 |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Land                        | 4,000             | 950,140           | -                 | -                   | -                          | -                             | -  |
| Improvement to Land         | 11,006,059        | 7,639,649         | 16,619,926        | 2,544,466           | 7,486,281                  | 6,318,810                     | (1,167,471)                                  |
| Total Fixed Assets          | 11,010,059        | 8,589,789         | 16,619,926        | 2,544,466           | 7,486,281                  | 6,318,810                     | (1,167,471)                                  |

Appropriation (including \$844,564 for services and supplies and \$6,318,810 for improvement to land) are budgeted in 2008-09 for the Big Bear closure construction project, Mid-Valley south mound pre-construction work, and the Milliken perimeter landscape plan.

Operating transfers out of \$10,614,720 includes reimbursement of \$3,000,000 to the SWMD Operations Fund for repayment of a previous loan and \$7,614,720 to the SWMD Environmental Fund for mitigation/monitoring of air and groundwater issues at closed sites.

Departmental revenue of \$11,637,276 reflects a decrease of \$3,883,104 from last year's budgeted amount. This decrease is mainly due to reduced operating transfers in from the SWMD Financial Assurance Fund.



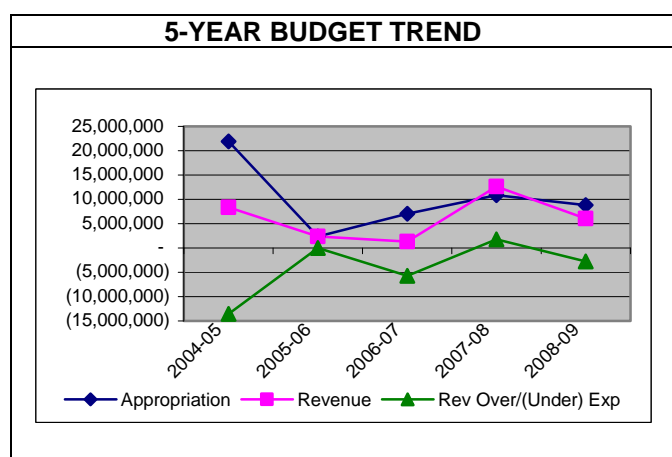
## Solid Waste Management - Site Enhancement, Expansion, and Acquisition

### DESCRIPTION OF MAJOR SERVICES

The Site Enhancement, Expansion and Acquisition fund provides for the expansion construction of landfills and transfer stations, the purchase of land, the construction of new facilities, and site enhancements. This fund accounts for the expenses and revenues related to the planning, permitting, construction, and design activities required for the expansion and/or enhancement of county landfill and transfer station operations.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 3,970,933         | 918,734           | 4,030,254         | 10,872,664                    | 2,445,661           |
| Departmental Revenue                          | 2,724,134         | 36,035,239        | 4,425,714         | 12,629,794                    | 2,542,311           |
| Revenue Over/(Under) Exp                      | (1,246,799)       | 35,116,505        | 395,460           | 1,757,130                     | 96,650              |
| Budgeted Staffing                             |                   |                   |                   | -                             |                     |
| Fixed Assets                                  | 7,082,850         | 3,239,589         | 10,167,392        | 23,603,000                    | 8,566,186           |
| Unrestricted Net Assets Available at Year End | -                 | 36,370,167        | 21,845,870        |                               | 19,448,829          |

Estimated appropriation (including fixed assets) are approximately \$23.4 million less than the 2007-08 budget due to the following:

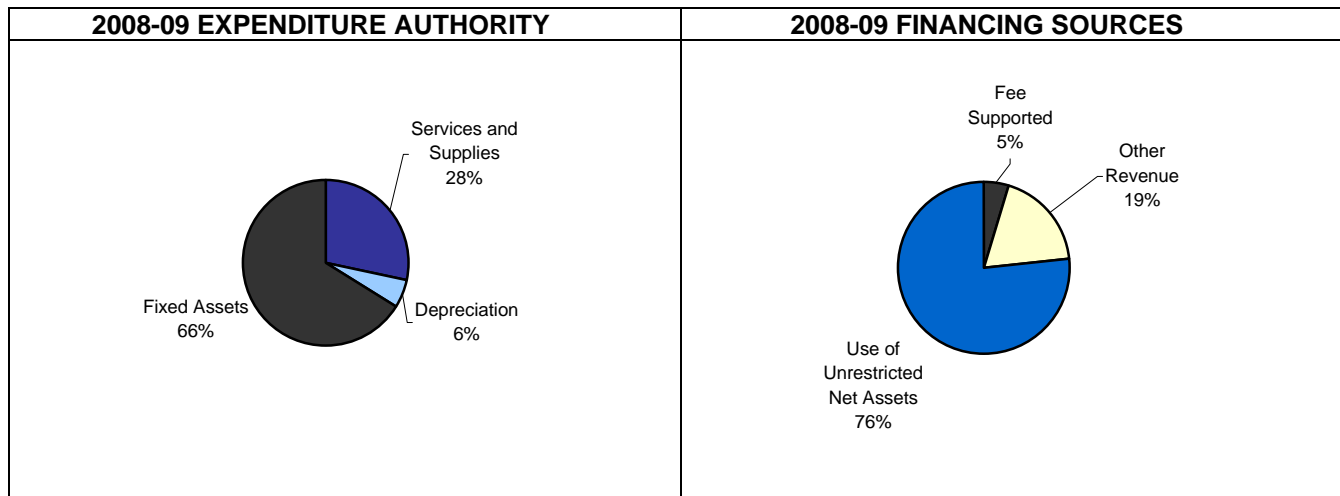
- \$13.9 million of projects being deferred until 2008-09.
- \$5.6 million in net cost decreases on existing projects.
- \$3.9 million in over-stated budgeted depreciation amount.

Departmental revenue for 2007-08 are estimated at \$10,087,483 under budget. This decrease is the result of not receiving operating transfers in from the SWMD Operations Fund because of projects being deferred.





## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt  
 FUND: Site Enhancement, Expansion, & Acq.

BUDGET UNIT: EAC SWM  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 1,073,263         | 918,734           | 1,132,584         | 980,620             | 5,536,316                  | 7,359,922                     | 1,823,606                                    |
| Depreciation                | 2,897,670         | -                 | 2,897,670         | 1,465,041           | 5,336,348                  | 1,465,041                     | (3,871,307)                                  |
| Total Requirements          | 3,970,933         | 918,734           | 4,030,254         | 2,445,661           | 10,872,664                 | 8,824,963                     | (2,047,701)                                  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 118,659           | 204,766           | 1,448,666         | 1,521,212           | 403,000                    | 144,000                       | (259,000)                                    |
| Current Services            | 976,434           | 862,837           | 1,052,048         | 1,017,550           | 1,401,750                  | 1,192,606                     | (209,144)                                    |
| Other Revenue               | -                 | -                 | -                 | 3,549               | -                          | -                             | -  |
| Other Financing Sources     | -                 | -                 | 1,900,000         | -                   | -                          | -                             | -  |
| Total Revenue               | 1,095,093         | 1,067,603         | 4,400,714         | 2,542,311           | 1,804,750                  | 1,336,606                     | (468,144)                                    |
| Operating Transfers In      | 1,629,041         | 34,967,636        | 25,000            | -                   | 10,825,044                 | 4,710,448                     | (6,114,596)                                  |
| Total Financing Sources     | 2,724,134         | 36,035,239        | 4,425,714         | 2,542,311           | 12,629,794                 | 6,047,054                     | (6,582,740)                                  |
| Rev Over/(Under) Exp        | (1,246,799)       | 35,116,505        | 395,460           | 96,650              | 1,757,130                  | (2,777,909)                   | (4,535,039)                                  |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Land                        | 2,521             | 2,404             | 82,843            | 1,170               | 3,000                      | 1,830                         | (1,170)                                      |
| Improvement to Land         | 7,080,329         | 3,237,185         | 10,084,549        | 8,565,016           | 23,600,000                 | 17,150,000                    | (6,450,000)                                  |
| Total Fixed Assets          | 7,082,850         | 3,239,589         | 10,167,392        | 8,566,186           | 23,603,000                 | 17,151,830                    | (6,451,170)                                  |

Appropriation (including services and supplies of \$7,359,922 and improvement to land of \$17,150,000) are budgeted in 2008-09 for a number of projects including the following:

- Mid-Valley unit 3 liner project
- Landers septic pond/landfarm expansion
- Barstow new septic pond and basin area liner
- Colton scale area liner
- Victorville phase 1B liner
- San Timoteo Detention Basin
- Barstow tortoise fencing

Departmental revenue for 2008-09 are budgeted at \$6,047,054, a decrease of \$6,582,740 from the prior year. This decrease is due to the reduced need for operating transfers in from the SWMD Operations Fund.





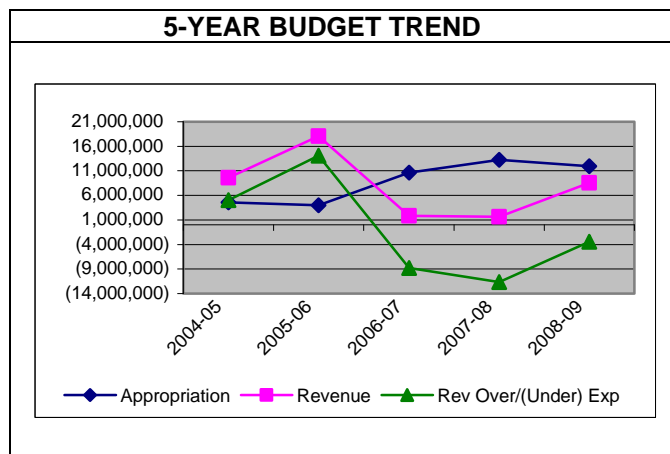
## Solid Waste Management - Environmental Fund

### DESCRIPTION OF MAJOR SERVICES

The Environmental Fund provides environmental mitigation activities (e.g., landfill gas extraction and groundwater remediation created by the landfill) at closed and inactive landfill sites for the health and safety of the public. This fund accounts for the expenses and revenues related to these environmental mitigation activities.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



### PERFORMANCE HISTORY

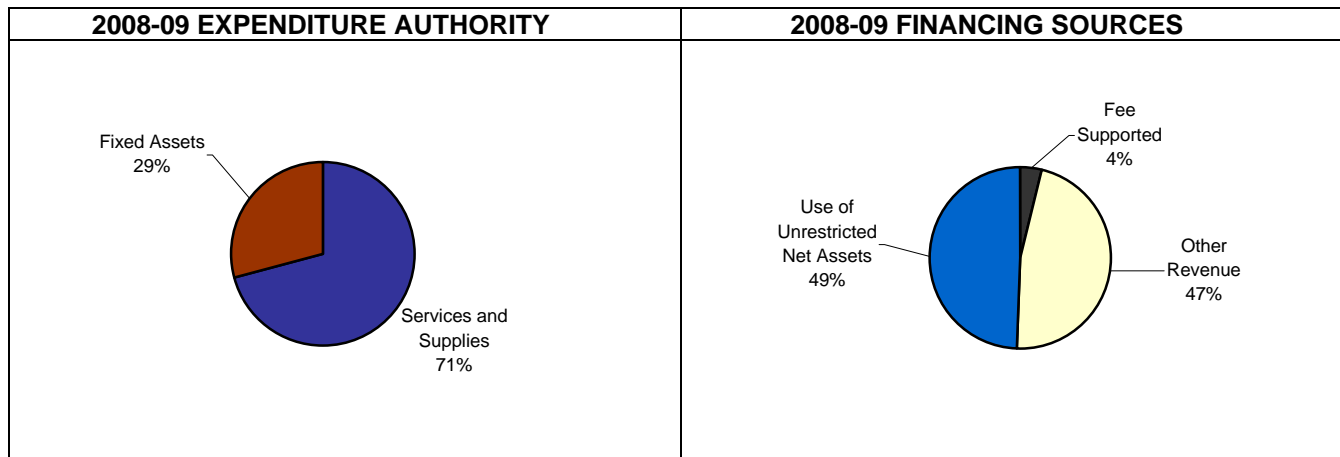
|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 4,576,787         | 4,002,812         | 3,409,549         | 13,261,133                    | 7,088,780           |
| Departmental Revenue                          | 9,613,247         | 18,081,424        | 3,254,433         | 1,630,905                     | 2,074,481           |
| Revenue Over/(Under) Exp                      | 5,036,460         | 14,078,612        | (155,116)         | (11,630,228)                  | (5,014,299)         |
| Budgeted Staffing                             |                   |                   |                   | -                             |                     |
| Fixed Assets                                  | 245,216           | 269,400           | 2,108,890         | 1,600,000                     | 3,744,251           |
| Unrestricted Net Assets Available at Year End | -                 | 18,798,205        | 13,230,228        |                               | 8,348,532           |

Estimated expenses (including fixed assets) are approximately \$4.0 million less than budget due to project deferrals.

Departmental revenue for 2007-08 are estimated at \$443,576 more than budget due to additional interest earnings on the fund's cash balance.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt  
 FUND: Environmental Fund

BUDGET UNIT: EAL SWM  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 4,270,462         | 4,002,812         | 3,103,224         | 7,052,261           | 12,782,610                 | 11,935,451                    | (847,159)                                    |
| Depreciation                | 306,325           | -                 | 306,325           | 36,519              | 478,523                    | 36,519                        | (442,004)                                    |
| Total Requirements          | 4,576,787         | 4,002,812         | 3,409,549         | 7,088,780           | 13,261,133                 | 11,971,970                    | (1,289,163)                                  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 25,310            | 166,942           | 831,343           | 898,068             | 262,000                    | 225,000                       | (37,000)                                     |
| Current Services            | -                 | -                 | 1,706,032         | 1,176,413           | 1,368,905                  | 647,199                       | (721,706)                                    |
| Other Revenue               | -                 | -                 | 713,598           | -                   | -                          | -                             | -  |
| Total Revenue               | 25,310            | 166,942           | 3,250,973         | 2,074,481           | 1,630,905                  | 872,199                       | (758,706)                                    |
| Operating Transfers In      | 9,587,937         | 17,914,482        | 3,460             | -                   | -                          | 7,651,239                     | 7,651,239                                    |
| Total Financing Sources     | 9,613,247         | 18,081,424        | 3,254,433         | 2,074,481           | 1,630,905                  | 8,523,438                     | 6,892,533                                    |
| Rev Over/(Under) Exp        | 5,036,460         | 14,078,612        | (155,116)         | (5,014,299)         | (11,630,228)               | (3,448,532)                   | 8,181,696                                    |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Improvement to Land         | 245,216           | 269,400           | 2,108,890         | 3,744,251           | 1,600,000                  | 4,900,000                     | 3,300,000                                    |
| Total Fixed Assets          | 245,216           | 269,400           | 2,108,890         | 3,744,251           | 1,600,000                  | 4,900,000                     | 3,300,000                                    |

Appropriation (including services and supplies of \$11,935,451 and improvement to land of \$4,900,000) are budgeted in 2008-09 for a number of projects including the following:

- Heaps Peak leachate treatment system
- Lenwood-Hinkley CAP system
- Apple Valley gas treatment system
- Yucaipa groundwater treatment system
- Barstow gas extraction system
- Landers groundwater monitoring wells

Departmental revenue for 2008-09 are budgeted at \$8,523,438, an increase of \$6,892,533 from prior year. This increase is due to operating transfers in from the SWMD Site Closure and Maintenance Fund. Construction projects are increasing for 2008-09, yet this budget unit will incur a substantial decrease in perchlorate gate fees; consequently, a large influx of funds from the Site Closure and Maintenance budget will be needed for financing purposes. It is likely that SWMD will no longer be able to charge the Perchlorate fee against WDA city tons due to the anticipated end result of a series of lawsuits with the cities.



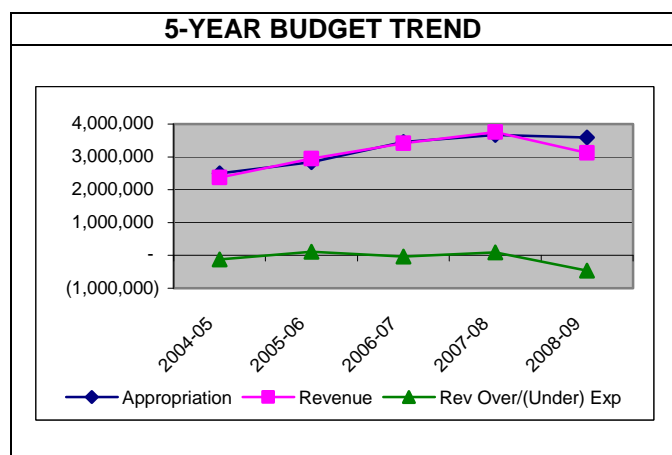
## Solid Waste Management - Environmental Mitigation Fund

### DESCRIPTION OF MAJOR SERVICES

The Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. The Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy on July 10, 2001. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a county owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste (HHW) Program in unincorporated county communities, ongoing since 1993; the Community Clean Up Program approved by the Board in 1994; the Community Collection Program; and a partnership providing funding for Code Enforcement's staffing coordination of the Supervisory Districts community clean-up projects. Revenues collected in this fund are also used to make contractual payments to the six host cities with a county landfill within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the county's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the SWMD Community Service Program.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



### PERFORMANCE HISTORY

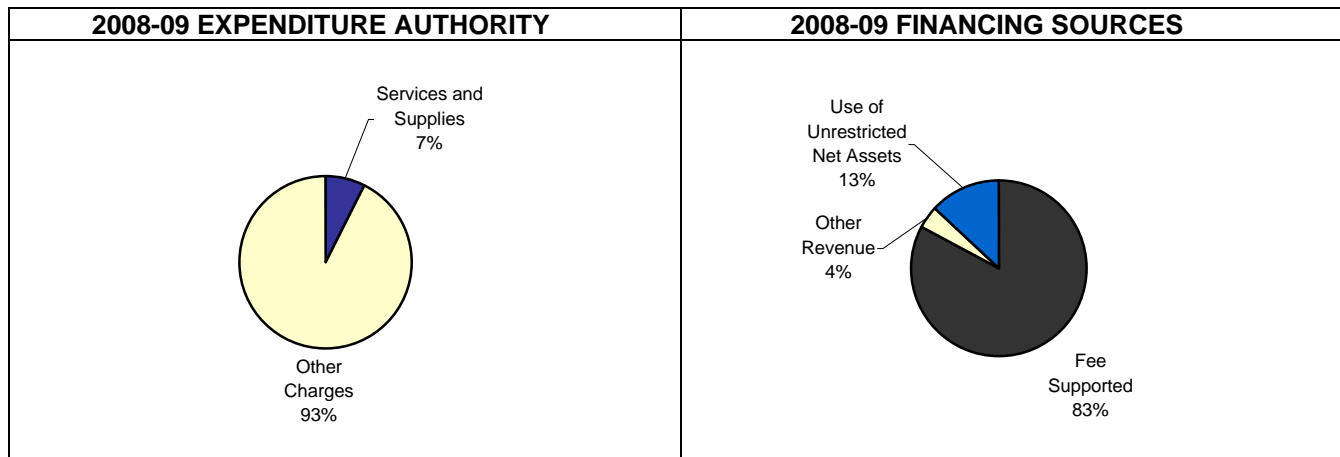
|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 2,856,621         | 3,033,334         | 3,126,323         | 3,668,815                     | 3,298,888           |
| Departmental Revenue                          | 2,718,784         | 3,173,479         | 3,025,711         | 3,756,449                     | 3,013,894           |
| Revenue Over/(Under) Exp                      | (137,837)         | 140,145           | (100,612)         | 87,634                        | (284,994)           |
| Budgeted Staffing                             |                   |                   |                   | -                             |                     |
| Fixed Assets                                  | 75,323            | -                 | -                 | -                             | -                   |
| Unrestricted Net Assets Available at Year End | 2,280,480         | 2,493,036         | 2,392,424         |                               | 2,141,615           |

Appropriation for 2007-08 are estimated to be \$369,927 under budget due to City Host Fees being less than anticipated because of reduced tonnage.

Estimated revenues are \$742,555 under budget because the original projections for Landfill Gate Fees were based on inflated system tonnage, which included contract maximum tons for Article 19 and Article 20 waste, as well as much higher WDA city tons. These tonnage projections are not expected to be realized in 2007-08.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt  
 FUND: Environmental Mitigation

BUDGET UNIT: EWD SWM  
 FUNCTION: Health & Sanitation  
 ACTIVITY: Sanitation

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 58,545            | 95,538            | 102,456           | 250,000             | 250,000                    | 260,620                       | 10,620                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 6,000                         | 6,000  |
| Other Charges               | 2,586,261         | 2,937,196         | 3,011,439         | 3,048,314           | 3,405,281                  | 3,323,392                     | (81,889)                                     |
| Total Appropriation         | 2,644,806         | 3,032,734         | 3,113,895         | 3,298,314           | 3,655,281                  | 3,590,012                     | (65,269)                                     |
| Depreciation                | -                 | -                 | 12,428            | 574                 | 13,534                     | 574                           | (12,960)                                     |
| Operating Transfers Out     | 211,815           | 600               | -                 | -                   | -                          | -                             | -  |
| Total Requirements          | 2,856,621         | 3,033,334         | 3,126,323         | 3,298,888           | 3,668,815                  | 3,590,586                     | (78,229)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 56,633            | 87,423            | 119,757           | 135,780             | 98,000                     | 83,500                        | (14,500)                                     |
| Current Services            | 2,462,934         | 3,086,056         | 2,905,954         | 2,878,114           | 3,658,449                  | 2,971,560                     | (686,889)                                    |
| Total Revenue               | 2,519,567         | 3,173,479         | 3,025,711         | 3,013,894           | 3,756,449                  | 3,055,060                     | (701,389)                                    |
| Operating Transfers In      | 199,217           | -                 | -                 | -                   | -                          | 71,228                        | 71,228                                       |
| Total Financing Sources     | 2,718,784         | 3,173,479         | 3,025,711         | 3,013,894           | 3,756,449                  | 3,126,288                     | (630,161)                                    |
| Rev Over/(Under) Exp        | (137,837)         | 140,145           | (100,612)         | (284,994)           | 87,634                     | (464,298)                     | (551,932)                                    |
| <b>Fixed Assets</b>         |                   |                   |                   |                     |                            |                               |  |
| Improvement to Land         | 75,323            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Fixed Assets          | 75,323            | -                 | -                 | -                   | -                          | -                             | -  |

Total requirements of \$3,590,586 for 2008-09 primarily represent contractual payments to host cities with a county landfill within its boundary or sphere of influence. The \$78,229 decrease is primarily due to a reduction in budgeted tonnage for Article 19 and Article 20 waste.

Departmental revenue of \$3,126,288 principally reflect that portion of the landfill gate fee designated for addressing solid waste facilities impacts on local communities. The \$630,161 decrease is the result of the prior year budget being based on inflated tonnage projections as described above.



## REAL ESTATE SERVICES

### David H. Slaughter

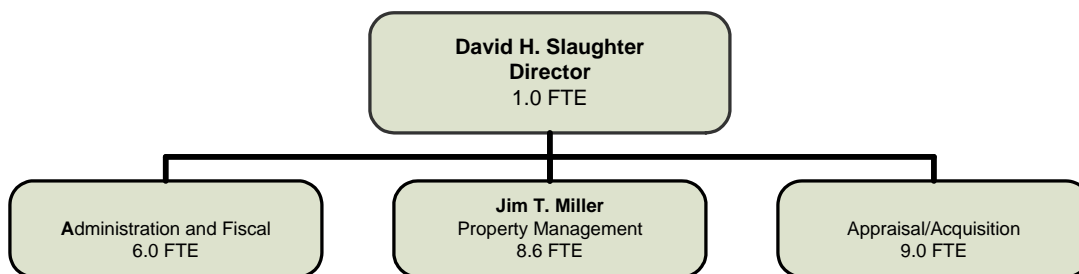
#### MISSION STATEMENT

The Mission of the Real Estate Services Department is to partner with county departments and other public agencies to develop innovative, professional processes and provide cost-effective, efficient, high quality and timely support to accomplish their real estate needs to include lease negotiations and documentation, property management, appraisal services, right-of-way acquisitions, land and building purchases, surplus property sales and maintenance of the database inventory of county-owned buildings, land and leased facilities.

#### STRATEGIC GOALS

1. Improve the quality and professionalism of services.
2. Improve the department's fiscal services by automating manual fiscal functions and systems.
3. Improve customer service with departments that lease non-county owned space and/or lease county-owned space to others.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

|                                    | 2008-09           |                  |                  |                  |             |
|------------------------------------|-------------------|------------------|------------------|------------------|-------------|
|                                    | Appropriation     | Revenue          | Local Cost       | Fund Balance     | Staffing    |
| <b><u>General Fund</u></b>         |                   |                  |                  |                  |             |
| Real Estate Services               | 2,612,928         | 1,538,500        | 1,074,428        |                  | 24.6        |
| Rents and Leases                   | 419,311           | 419,311          | -                |                  | -           |
| Courts Property Management         | 382,430           | 337,430          | 45,000           |                  | -           |
| <b>Total General Fund</b>          | <b>3,414,669</b>  | <b>2,295,241</b> | <b>1,119,428</b> |                  | <b>24.6</b> |
| <b><u>Special Revenue Fund</u></b> |                   |                  |                  |                  |             |
| Chino Agricultural Preserve        | 8,107,967         | 1,333,411        |                  | 6,774,556        | -           |
| <b>Total Special Revenue Fund</b>  | <b>8,107,967</b>  | <b>1,333,411</b> |                  | <b>6,774,556</b> | <b>-</b>    |
| <b>Total - All Funds</b>           | <b>11,522,636</b> | <b>3,628,652</b> | <b>1,119,428</b> | <b>6,774,556</b> | <b>24.6</b> |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.

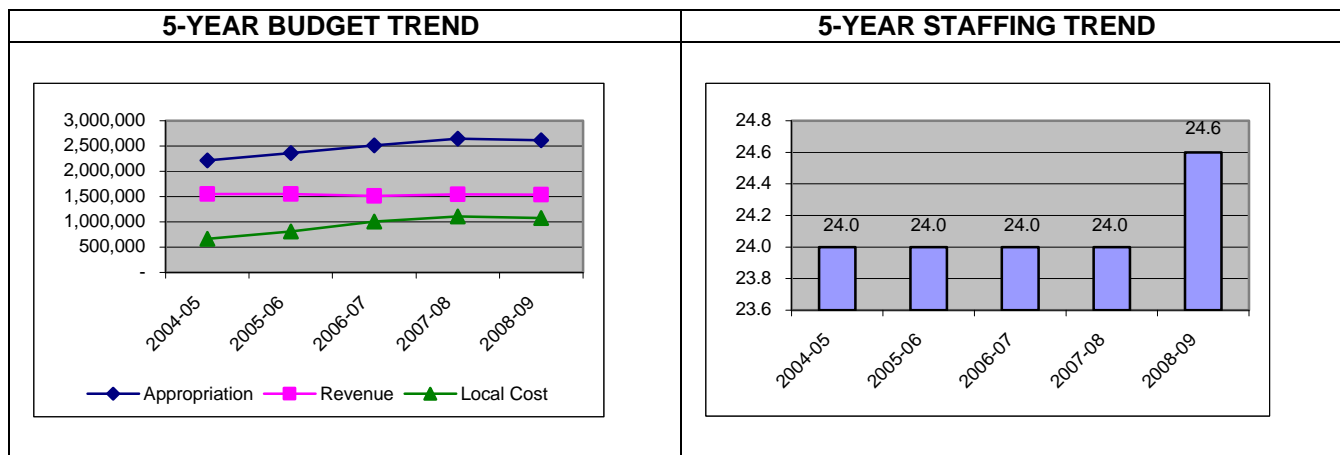


## DESCRIPTION OF MAJOR SERVICES

Real Estate Services Department (RESD) negotiates and administers revenue and expenditure leases on behalf of county departments. More than 300 revenue leases allow for the use of county-owned facilities, generally at county parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Approximately 240 expenditure leases are managed to provide facilities throughout the county for departments and their employees to support the delivery of services in locations convenient to the residents served.

RESD also provides appraisal, acquisition and relocation assistance for county departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. The department establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. The department also acquires land and facilities for various functions, disposes of property determined to be surplus to the county's needs, and maintains an inventory of all county land and facilities.

## BUDGET HISTORY

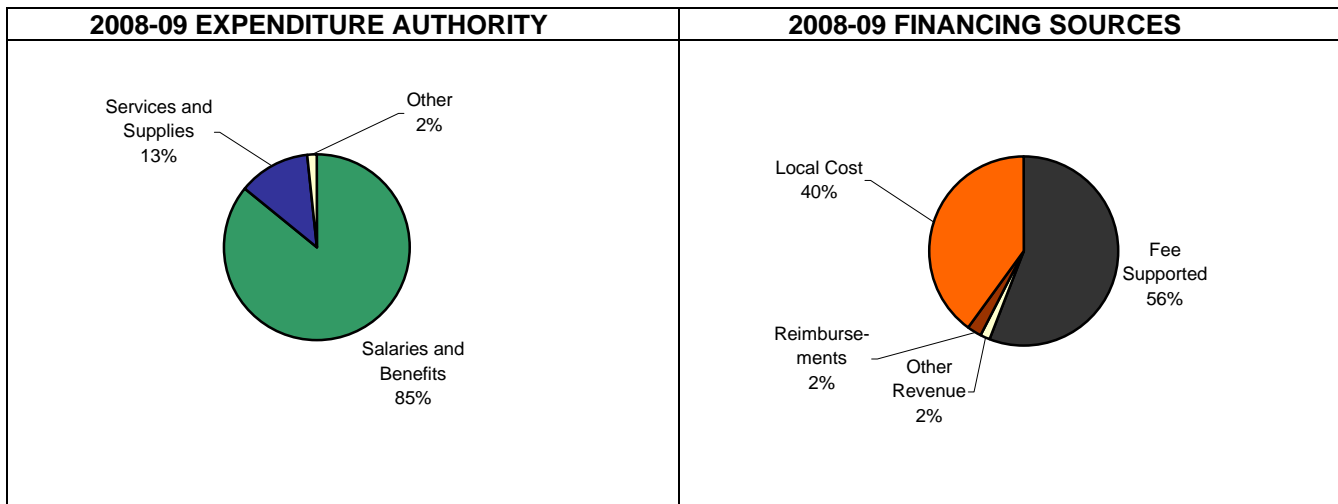


## PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 2,011,922         | 2,092,315         | 2,229,075         | 2,916,820                     | 2,677,834           |
| Departmental Revenue | 1,381,410         | 1,276,108         | 1,338,430         | 1,850,755                     | 1,807,321           |
| Local Cost           | 630,512           | 816,207           | 890,645           | 1,066,065                     | 870,513             |

Estimated appropriation for 2007-08 is less than the modified budget due to salaries and benefits savings from two positions that were vacant for part of the year and estimated lower costs for services and supplies.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Real Estate Services  
 FUND: General

BUDGET UNIT: AAA RPR  
 FUNCTION: General  
 ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,773,588         | 1,895,182         | 1,963,384         | 2,178,395           | 2,298,580                  | 2,298,465                     | (115)  |
| Services and Supplies       | 187,224           | 145,557           | 192,452           | 297,243             | 352,839                    | 279,507                       | (73,332)                                     |
| Central Computer            | 17,519            | 35,953            | 44,025            | 49,273              | 54,578                     | 52,862                        | (1,716)                                      |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 4,400                         | 4,400  |
| Transfers                   | 22,658            | 15,623            | 29,214            | 164,823             | 41,983                     | 43,209                        | 1,226  |
| Total Exp Authority         | 2,000,989         | 2,092,315         | 2,229,075         | 2,689,734           | 2,747,980                  | 2,678,443                     | (69,537)                                     |
| Reimbursements              | -                 | -                 | -                 | (11,900)            | (100,000)                  | (65,515)                      | 34,485                                       |
| Total Appropriation         | 2,000,989         | 2,092,315         | 2,229,075         | 2,677,834           | 2,647,980                  | 2,612,928                     | (35,052)                                     |
| Operating Transfers Out     | 10,933            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Requirements          | 2,011,922         | 2,092,315         | 2,229,075         | 2,677,834           | 2,647,980                  | 2,612,928                     | (35,052)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 45,245            | 38,551            | 32,724            | 42,133              | 44,611                     | 45,000                        | 389  |
| Current Services            | 1,336,165         | 1,237,557         | 1,305,706         | 1,457,100           | 1,498,056                  | 1,493,500                     | (4,556)                                      |
| Other Revenue               | -                 | -                 | -                 | 308,088             | -                          | -                             | -  |
| Total Revenue               | 1,381,410         | 1,276,108         | 1,338,430         | 1,807,321           | 1,542,667                  | 1,538,500                     | (4,167)                                      |
| Local Cost                  | 630,512           | 816,207           | 890,645           | 870,513             | 1,105,313                  | 1,074,428                     | (30,885)                                     |
| Budgeted Staffing           |                   |                   |                   |                     | 24.0                       | 24.6                          | 0.6  |

Salaries and benefits of \$2,298,465 fund 24.6 budgeted positions. The 0.6 increase represents the addition of 1.0 Staff Analyst position and the reduction of two Real Property Agents positions by 0.2 each. The decrease of \$115 is due to a reduction in benefits and retirement rates and it is partly offset by annual step increases.

The decrease of \$73,332 in services and supplies is due to lower costs for services provided by the Risk Management Department and Information Services Department (ISD).

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$4,400 reflects anticipated travel costs in the areas of private mileage, air travel, hotel, car rental and conference fees for this budget unit. These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.



Reimbursements of \$65,515 are for architectural and space design services to be completed for large projects. The decrease of \$34,485 is based on a reduction of anticipated projects.

Current services revenue of \$1,493,500 reflects monies received from non-general fund departments and non-county governmental entities for services rendered.

| PERFORMANCE MEASURES  |                   |                      |                      |                      |
|---|-------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure  | 2006-07<br>Actual | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percent of leases in new locations in excess of 5,000 square feet of which architectural and space design plans have been completed           | N/A               | 100%                 | 75%                  | 100%                 |
| Percent of projects (leases for more than 10,000 square feet or acquisitions that include five or more parcels) utilizing a project schedule. | No Projects       | 100%                 | No Projects          | 100%                 |
| Increase the total percentage of fiscal tasks that are automated. (There are approximately 260 fiscal tasks to be automated.                  | N/A               | 62%                  | 62%                  | 77%                  |
| Increase percentage of expenditure leases adjusted timely and accurately, in accordance with contract terms.                                  | N/A               | 90%                  | 80%                  | 90%                  |
| Percent of leases, appraisals, and surplus property sales completed with the projected schedule.  | 87%               | 100%                 | 100%                 | 100%                 |
| Percent of Amendments submitted for Board approval at least 20 day prior to the scheduled termination date of the existing lease.             | 81%               | 100%                 | 90%                  | 90%                  |

In 2007-08, an estimate of four projects fits the stated criteria in the first performance measure, one of which is a project for a department in Human Services that is a carry-over from the previous year, and for which HS has completed the plans and specifications. Therefore, only three out of four (75%) projects in 2007-08 will have had architectural programs and space plans prepared by architectural firms.

Another goal for RESD is to improve the department's fiscal services by automating functions and services that are currently performed manually. In 2007-08, RESD made progress toward this goal by switching to a new Labor reporting system (eTime), and is currently collaborating with ISD and the Architecture and Engineering Departments to develop a new system for charging out services. When implemented, the new system will reduce staff time spent calculating charges and preparing documents to bill customers.

A dynamic real estate market caused protracted negotiations for a number of lease renewals, resulting in only 90% of lease renewals being presented to the Board of Supervisors for approval at least 30 days prior to the scheduled termination date.





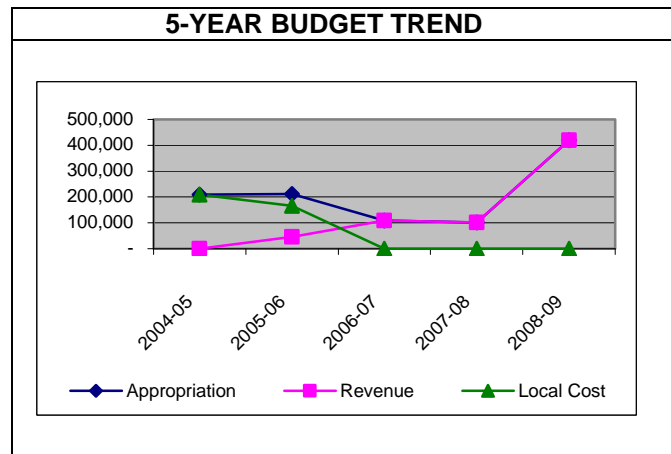
## Rents and Leases

### DESCRIPTION OF MAJOR SERVICES

This budget unit is used to fund the rental of leased space utilized by county departments except long-term facility agreements for joint use power authorities. Lease payments are reimbursed from various user departments.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

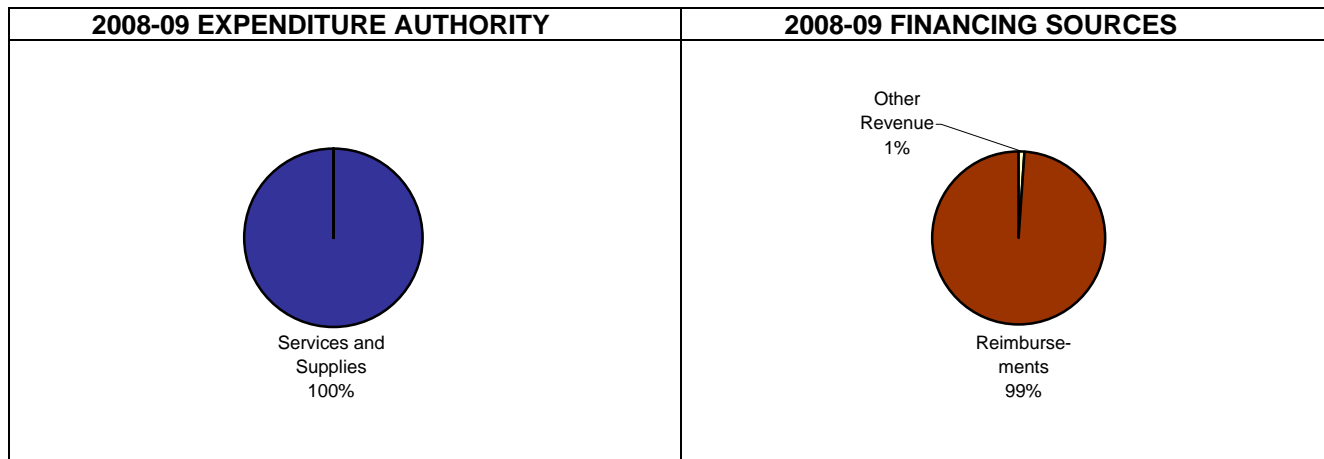


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 723,964           | 239,335           | 43,748            | 101,179                       | 101,179             |
| Departmental Revenue | 72,858            | 172,631           | 54,563            | 101,179                       | 101,179             |
| Local Cost           | 651,106           | 66,704            | (10,815)          | -                             | -                   |



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Real Estate Services - Rents and Leases  
FUND: General

BUDGET UNIT: AAA RNT  
FUNCTION: General  
ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 33,123,059        | 33,727,419        | 34,993,561        | 37,964,147          | 37,254,380                 | 39,698,305                    | 2,443,925                                    |
| Transfers                   | -                 | -                 | -                 | -                   | -                          | 272,468                       | 272,468                                      |
| Total Exp Authority         | 33,123,059        | 33,727,419        | 34,993,561        | 37,964,147          | 37,254,380                 | 39,970,773                    | 2,716,393                                    |
| Reimbursements              | (32,698,268)      | (33,488,084)      | (34,949,813)      | (37,862,968)        | (37,153,201)               | (39,551,462)                  | (2,398,261)                                  |
| Total Appropriation         | 424,791           | 239,335           | 43,748            | 101,179             | 101,179                    | 419,311                       | 318,132                                      |
| Operating Transfers Out     | 299,173           | -                 | -                 | -                   | -                          | -                             | -  |
| Total Requirements          | 723,964           | 239,335           | 43,748            | 101,179             | 101,179                    | 419,311                       | 318,132                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 72,858            | 172,631           | 53,914            | 101,179             | 101,179                    | 419,311                       | 318,132                                      |
| Other Revenue               | -                 | -                 | 649               | -                   | -                          | -                             | -  |
| Total Revenue               | 72,858            | 172,631           | 54,563            | 101,179             | 101,179                    | 419,311                       | 318,132                                      |
| Local Cost                  | 651,106           | 66,704            | (10,815)          | -                   | -                          | -                             | -  |

Services and supplies of \$39,698,305 represent annual lease payments for 3,174,126 square feet of leased space. The increase of \$2,443,925 is due to inflationary lease cost adjustments based on the Consumer Price Index or a fixed amount as specified in the various lease agreements.

Transfers of \$272,468 constitute payments to the Sheriff's Department for the reimbursement of security services at the Courthouse building located at 303 Third Street in San Bernardino.

Reimbursements of \$39,551,462 are payments from various user departments to pay for lease costs. The \$2,398,261 increase is based on increased lease costs.

Departmental revenue of \$419,311 reflects revenue from the lease of county-owned space, which includes the lease of the Courthouse building located at 303 Third Street in San Bernardino.



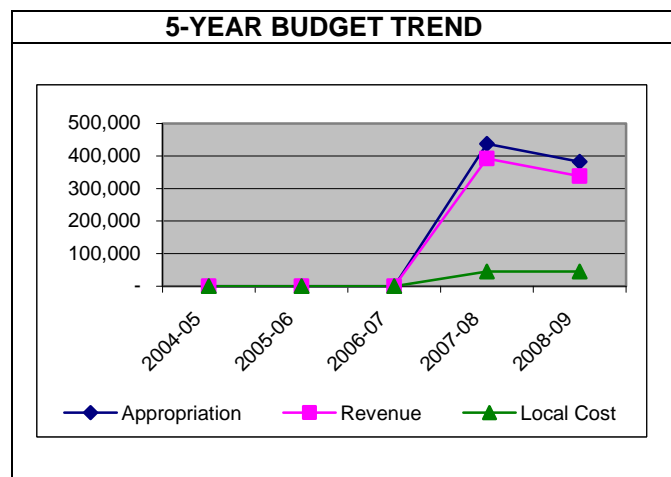
## Courts Property Management

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California, Administrative Office of the Courts (Court). In addition, when each transfer occurs, the county and Court enter into an agreement that defines who manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the Court for maintenance, utilities, insurance, overhead expenditures, and work order requests for space occupied by the Court in county-managed facilities. This budget is also used to manage and account for payments to the Court for costs associated with the space occupied by the county in Court-managed facilities.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

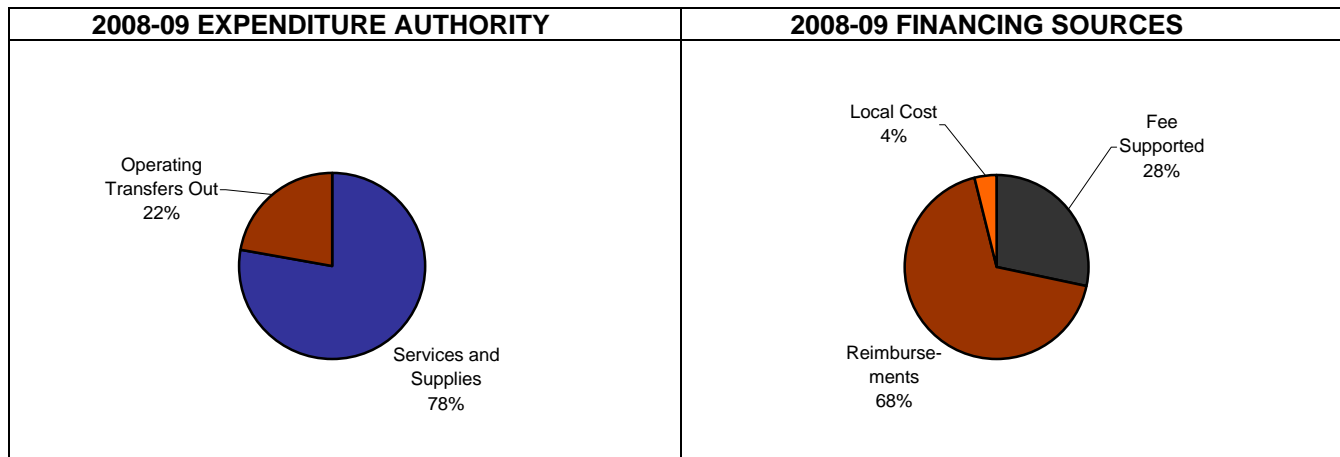


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | -                 | -                 | -                 | 437,165                       | 434,165             |
| Departmental Revenue | -                 | -                 | -                 | 392,165                       | 389,165             |
| Local Cost           | -                 | -                 | -                 | 45,000                        | 45,000              |



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Real Estate Services  
 FUND: General

BUDGET UNIT: AAA CRT  
 FUNCTION: General  
 ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | -                 | -                 | -                 | 934,165             | 934,165                    | 926,430                       | (7,735)                                      |
| Total Exp Authority         | -                 | -                 | -                 | 934,165             | 934,165                    | 926,430                       | (7,735)                                      |
| Reimbursements              | -                 | -                 | -                 | (807,000)           | (807,000)                  | (807,000)                     | -  |
| Total Appropriation         | -                 | -                 | -                 | 127,165             | 127,165                    | 119,430                       | (7,735)                                      |
| Operating Transfers Out     | -                 | -                 | -                 | 307,000             | 310,000                    | 263,000                       | (47,000)                                     |
| Total Requirements          | -                 | -                 | -                 | 434,165             | 437,165                    | 382,430                       | (54,735)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | -                 | -                 | -                 | 389,165             | 392,165                    | 337,430                       | (54,735)                                     |
| Total Revenue               | -                 | -                 | -                 | 389,165             | 392,165                    | 337,430                       | (54,735)                                     |
| Local Cost                  | -                 | -                 | -                 | 45,000              | 45,000                     | 45,000                        | -  |

Services and supplies of \$926,430 represent payments to the State for the County's share of maintenance, utilities, and liability insurance costs for the Big Bear and Central Courthouses. The decrease of \$7,735 is due to a reduction of liability insurance's costs.

Reimbursements of \$807,000 is from the Facilities Management Department for the county's share of maintenance and utilities, which in turn fund the payments to the State in services and supplies.

Operating transfers out of \$263,000 constitute reimbursements to the Facilities Management Department for costs paid by that department for an elevator operator, maintenance, and utilities for the Big Bear Courthouse, the Central Courthouse, and the Central Plant. The decrease of \$47,000 is due to anticipated lower costs for maintenance and utilities.

Departmental revenue of \$337,430 includes reimbursements from the State for the Court's share of an elevator operator, maintenance, utilities and liability insurance costs. The decrease of \$54,735 is due to a reduction of liability insurance costs, maintenance and utilities.



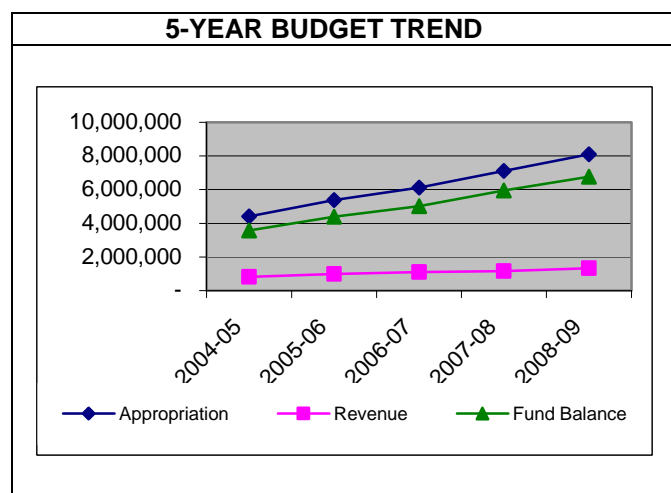
## Chino Agricultural Preserve

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal and Parkland Conservation Act. The department is responsible for negotiating and managing leases, preparing conservation easements, managing properties acquired, and recommending future acquisitions. Property management activities include arranging for all ordinary and emergency repairs, and improvements necessary to preserve the properties at their present condition, enhancing their operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully financed through revenues received from the lease of acquired properties.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

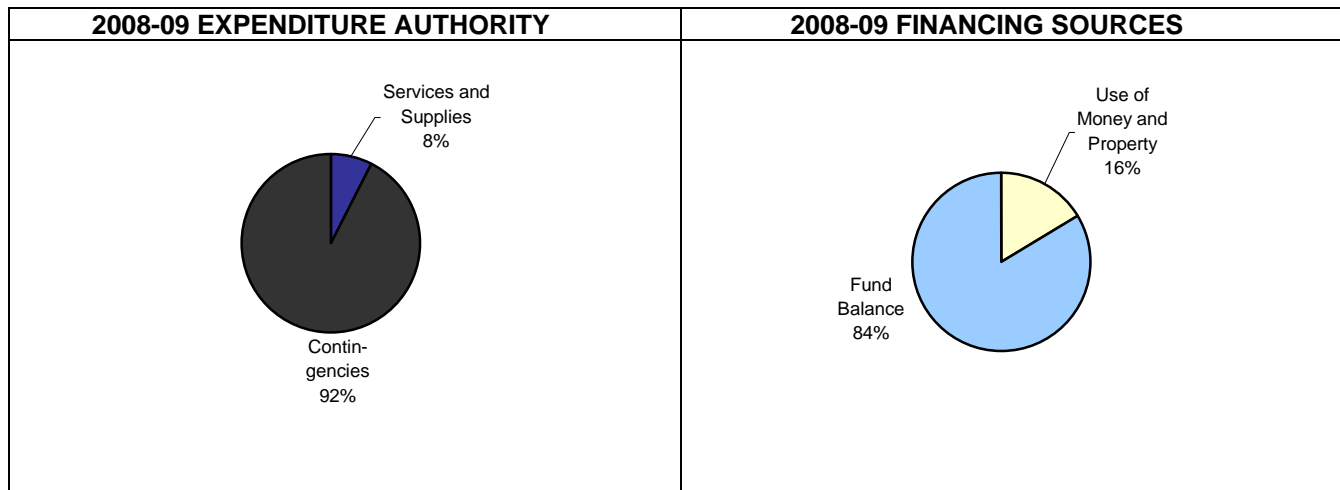


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 445,174           | 487,636           | 324,385           | 7,105,752                     | 488,050             |
| Departmental Revenue | 1,261,470         | 1,102,950         | 1,254,738         | 1,160,648                     | 1,317,502           |
| Fund Balance         |                   |                   |                   | 5,945,104                     |                     |



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Real Estate Services  
 FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ  
 FUNCTION: General  
 ACTIVITY: Property Management

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 420,232           | 465,853           | 301,983           | 465,050             | 647,053                    | 617,053                       | (30,000)                                     |
| Other Charges               | 24,942            | 21,783            | 22,402            | 23,000              | 32,000                     | 29,000                        | (3,000)                                      |
| Contingencies               | -                 | -                 | -                 | -                   | 6,426,699                  | 7,461,914                     | 1,035,215                                    |
| Total Appropriation         | 445,174           | 487,636           | 324,385           | 488,050             | 7,105,752                  | 8,107,967                     | 1,002,215                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 981,970           | 1,102,834         | 1,254,738         | 1,311,998           | 1,160,648                  | 1,333,411                     | 172,763                                      |
| Current Services            | 279,500           | 116               | -                 | -                   | -                          | -                             | -  |
| Other Financing Sources     | -                 | -                 | -                 | 5,504               | -                          | -                             | -  |
| Total Revenue               | 1,261,470         | 1,102,950         | 1,254,738         | 1,317,502           | 1,160,648                  | 1,333,411                     | 172,763                                      |
| Fund Balance                |                   |                   |                   |                     | 5,945,104                  | 6,774,556                     | 829,452                                      |

Services and supplies of \$617,053 are for costs related to ongoing maintenance of program properties. The decrease of \$30,000 is due to anticipated fewer operating costs.

Other charges of \$29,000 are decreased by \$3,000 to reflect a reduction in property taxes.

Contingencies of \$7,461,914 increased by \$1,035,215 due to increases in departmental revenue as well as available fund balance.

Departmental revenue of \$1,333,411 reflects leasing of county-owned properties that are part of this program. The increase of \$172,763 reflects annual rents adjustments, which are based on fixed rates or changes to the Consumer Price Index.



## REGIONAL PARKS

### Thomas A. Potter

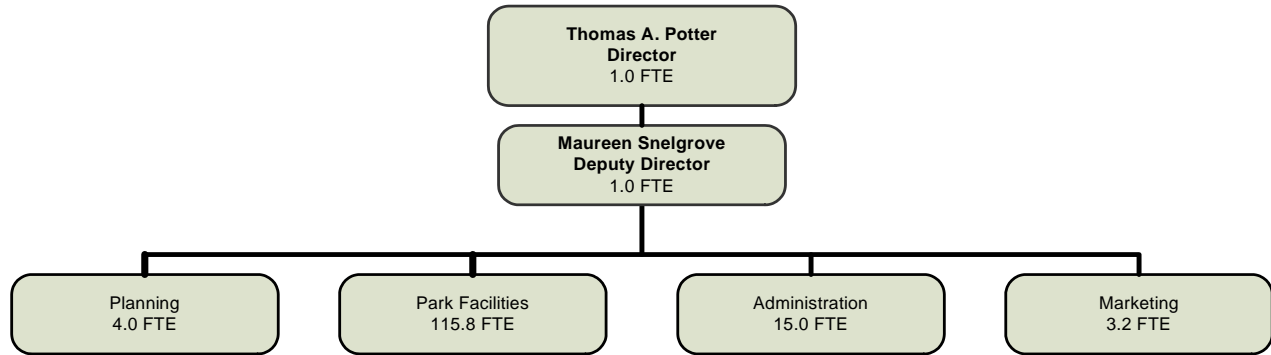
#### MISSION STATEMENT

The mission of the Regional Parks Department is to ensure diversified recreational opportunities for the enrichment of county residents and visitors while protecting the county's natural, cultural, historical and land resources.

#### STRATEGIC GOALS

1. Increase public awareness of new enhancements and amenities throughout the county regional park system and provide excellent customer service to ensure return visitors.
2. Ensure public safety and maintenance of the county trail system.
3. Focus on programs that promote an outdoor recreational lifestyle.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

| 2008-09                              |                                 |                   |                  |                  |  |
|--------------------------------------|---------------------------------|-------------------|------------------|------------------|--|
|                                      | Operating Exp/<br>Appropriation | Revenue           | Local Cost       | Fund<br>Balance  | Revenue Over/<br>(Under) Exp    Staffing |
| <b>General Fund</b>                  |                                 |                   |                  |                  |  |
| Regional Parks                       | 10,036,137                      | 7,246,313         | 2,789,824        |                  | 134.6                                    |
| Total General Fund                   | 10,036,137                      | 7,246,313         | 2,789,824        |                  | 134.6                                    |
| <b>Special Revenue Funds</b>         |                                 |                   |                  |                  |  |
| County Trail System                  | 6,299,093                       | 6,745,911         |                  | (446,818)        | -  |
| Proposition 12 Projects              | -                               | -                 |                  | -                | -  |
| Proposition 40 Projects              | 2,320,003                       | 2,147,034         |                  | 172,969          | -  |
| Glen Helen Pavilion                  | 1,981,877                       | 1,285,000         |                  | 696,877          | -  |
| Pavilion Improvements at Glen Helen  | 344,924                         | 34,000            |                  | 310,924          | -  |
| Park Maintenance/Development         | 564,992                         | 204,687           |                  | 360,305          | -  |
| Calico Ghost Town Marketing Services | 581,429                         | 508,500           |                  | 72,929           | 1.2                                      |
| Off-Highway Vehicle License Fee      | 873,620                         | 340,000           |                  | 533,620          | -  |
| Total Special Revenue Funds          | 12,965,938                      | 11,265,132        |                  | 1,700,806        | 1.2                                      |
| <b>Enterprise Funds</b>              |                                 |                   |                  |                  |  |
| Snack Bars                           | 93,392                          | 104,000           |                  |                  | 10,608    1.1                            |
| Environmental Science Day Camp       | 89,012                          | 89,012            |                  |                  | -    3.1                                 |
| Total Enterprise Funds               | 182,404                         | 193,012           |                  |                  | 10,608    4.2                            |
| <b>Total - All Funds</b>             | <b>23,184,479</b>               | <b>18,704,457</b> | <b>2,789,824</b> | <b>1,700,806</b> | <b>10,608    140.0</b>                   |

Detailed information for each budget unit follows, along with a description of the services provided, budget unit history and applicable performance measures.

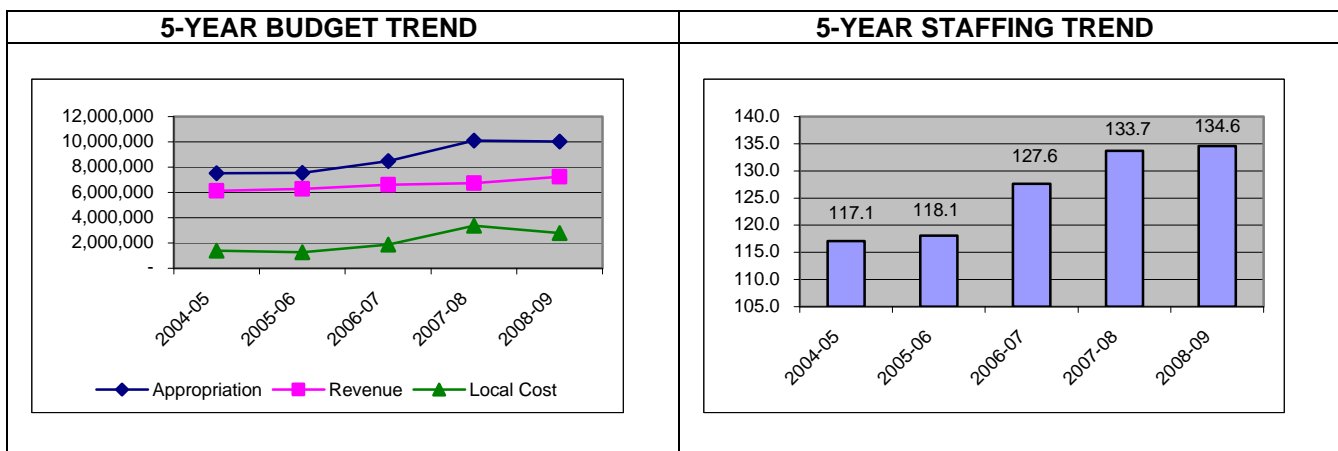


## DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the county. These parks, which encompass approximately 9,200 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the county parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities, playing fields, and other recreational opportunities available to the public. The department sponsors cultural, educational and promotional events through the use of park resources and contractual agreements with private, non-profit, and other public entities. Park special events include Civil War Days at Calico, Huck Finn Jubilee at Mojave Narrows, and Jamboree Days at Lake Gregory.

The Department also administers the County's Trails Program (currently there are 17.8 miles of open, accessible, and usable trails throughout the county being maintained by Regional Parks), oversees operation of the Morongo Wildlife Preserve in Morongo Valley, is responsible for enforcing the lease with the operators of the Pavilion at Glen Helen Regional Park, and manages over \$11 million in projects funded by Federal Grants and State Bond Proposition 40. Additionally, Regional Parks programs include a one-day environmental studies day camp for elementary and middle school children at Yucaipa Regional Park, and the department is introducing two new programs, a junior fishing program and "Fam Camp," a free program for low-income families to learn the basics of camp life.

## BUDGET HISTORY



## PERFORMANCE HISTORY

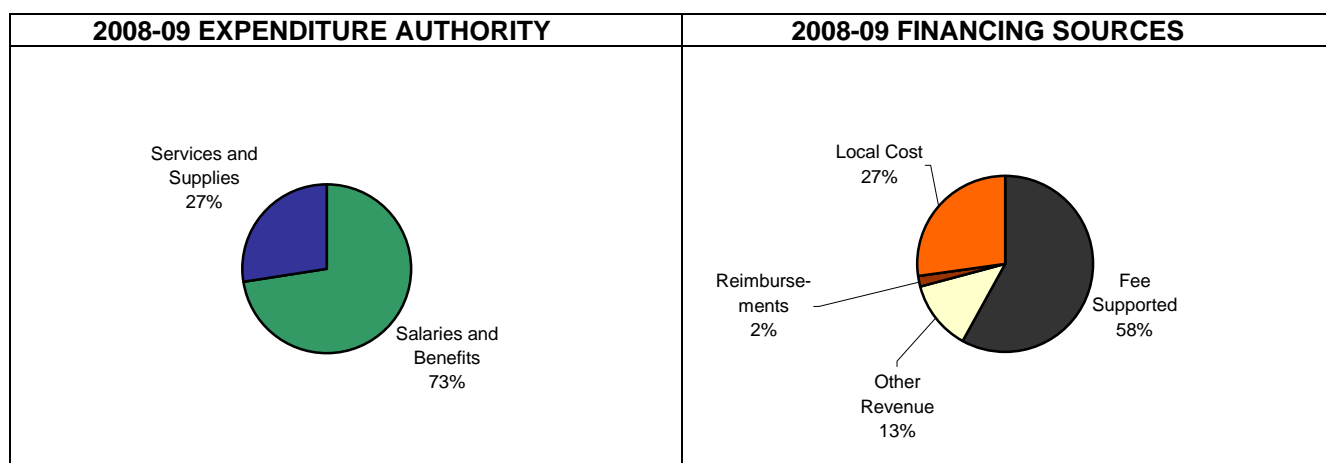
|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 8,016,242         | 7,635,823         | 8,398,716         | 10,088,762                    | 10,378,724          |
| Departmental Revenue | 6,661,076         | 6,076,329         | 6,519,402         | 6,729,800                     | 7,021,160           |
| Local Cost           | 1,355,166         | 1,559,494         | 1,879,314         | 3,358,962                     | 3,357,564           |
| Budgeted Staffing    |                   |                   |                   | 133.7                         |                     |

Appropriation for 2007-08 are anticipated to be approximately \$290,000 more than budget largely due to increased costs for large scale and specialized projects that the department has undertaken since the formation of the Regional Parks maintenance crew. Completed projects include renovation of turf and irrigation at Glen Helen Regional Park, construction of Wilson Creek Trail in Yucaipa, a new gatehouse and peninsula improvements at Moabi Regional Park, fencing replacement at Mojave Narrows Regional Park, emergency repair of the water main line, relocation of superintendent office and renovation of the old office to an information center at Calico Ghost Town Regional Park. Other projects currently underway are OHV campground and entrance improvements at Calico and a nature interpretive trail at Glen Helen.

Departmental revenue for 2007-08 are projected to be approximately \$291,000 greater than budget. Of this amount, it is estimated that there will be an additional \$51,000 in concession revenues primarily from a lease assignment of the moabi marina and a contract for operation of the swim complex at Cucamonga-Guasti Regional Park. The balance of \$240,000 is mainly due to higher than anticipated attendance at the parks.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Regional Parks  
FUND: General

BUDGET UNIT: AAA CCP  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 4,812,916         | 5,113,030         | 6,045,978         | 7,338,643           | 6,518,612                  | 7,387,347                     | 868,735                                      |
| Services and Supplies       | 2,714,076         | 2,202,598         | 2,667,989         | 2,877,235           | 3,396,888                  | 2,659,480                     | (737,408)                                    |
| Central Computer            | 26,633            | 36,046            | 36,546            | 46,718              | 46,718                     | 60,741                        | 14,023                                       |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 66,450                        | 66,450                                       |
| Vehicles                    | -                 | -                 | -                 | 245,000             | 245,000                    | -                             | (245,000)                                    |
| Transfers                   | 490,622           | 199,175           | 30,290            | 41,609              | 41,609                     | 36,807                        | (4,802)                                      |
| Total Exp Authority         | 8,044,247         | 7,550,849         | 8,780,803         | 10,549,205          | 10,248,827                 | 10,210,825                    | (38,002)                                     |
| Reimbursements              | (28,005)          | (65,026)          | (386,740)         | (370,481)           | (160,065)                  | (174,688)                     | (14,623)                                     |
| Total Appropriation         | 8,016,242         | 7,485,823         | 8,394,063         | 10,178,724          | 10,088,762                 | 10,036,137                    | (52,625)                                     |
| Operating Transfers Out     | -                 | 150,000           | 4,653             | 200,000             | -                          | -                             | -  |
| Total Requirements          | 8,016,242         | 7,635,823         | 8,398,716         | 10,378,724          | 10,088,762                 | 10,036,137                    | (52,625)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 1,321,805         | 1,116,151         | 1,103,160         | 1,166,504           | 1,115,900                  | 1,253,000                     | 137,100                                      |
| Current Services            | 5,085,678         | 4,905,590         | 5,329,435         | 5,771,171           | 5,547,000                  | 5,939,313                     | 392,313                                      |
| Other Revenue               | 230,680           | 54,588            | 86,807            | 44,872              | 46,900                     | 54,000                        | 7,100  |
| Other Financing Sources     | 3,913             | -                 | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 6,642,076         | 6,076,329         | 6,519,402         | 6,982,547           | 6,709,800                  | 7,246,313                     | 536,513                                      |
| Operating Transfers In      | 19,000            | -                 | -                 | 38,613              | 20,000                     | -                             | (20,000)                                     |
| Total Financing Sources     | 6,661,076         | 6,076,329         | 6,519,402         | 7,021,160           | 6,729,800                  | 7,246,313                     | 516,513                                      |
| Local Cost                  | 1,355,166         | 1,559,494         | 1,879,314         | 3,357,564           | 3,358,962                  | 2,789,824                     | (569,138)                                    |
| Budgeted Staffing           |                   |                   |                   |                     | 133.7                      | 134.6                         | 0.9  |

Salaries and benefits of \$7,387,347 fund 134.6 budgeted positions to oversee administration, planning, marketing, operations and maintenance for nine regional parks, 17.8 miles of trails, Big Morongo Preserve, maintenance of the Mentone Library grounds, and various special events and programs such as the environmental science day camp program. The significant increase of \$868,735 is a result of the following:

- Recent increases in the minimum wage have been the catalyst for higher salaries to retain seasoned, skilled part-time workers already on staff with the department. The higher wages have also allowed the department to reduce shortages in personnel for the lifeguard program. Accordingly, the 2008-09 budget includes additional appropriations for these salary increases.



- The addition of 1.0 Contract Revenue Resource Coordinator position to produce special events at the parks, similar to the special events at Calico Ghost Town Regional Park. This position will inventory park facilities and amenities in order to establish an aggressive outreach campaign targeting large groups. The goal is to use existing park amenities to produce events that attract the target demographic audiences for the park and its facilities.
- Additional cost associated with the following two reclassifications: Office Assistant III to Parks Recreation Coordinator; General Service Worker II to Office Assistant II.
- Budgeted staffing was also decreased by 0.1 due to a technical change that rounded position numbers in the county's budget system.

Services and supplies of \$2,659,480 include the cost of stocking the lakes with fish, mowing contracts at a number of parks, supplies for maintenance and special projects (i.e., paint, hardware and herbicides/pesticides), aquatic facility supplies, park vehicle charges, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, and insurance liability. The \$737,408 decrease is due to a variety of factors including the following:

- \$330,000 less for contracted maintenance services since this work is now being accomplished by the addition of the parks maintenance crew.
- \$250,000 reduction in one-time general fund financing for support of the Healthy Parks Program.
- Travel costs of \$66,450 now accounted for in a separate appropriation unit.
- \$30,000 reduction in insurance costs based on estimates provided by Risk Management.
- Approximately \$25,000 reduction in pool supplies because the swim complex at Cucamonga-Guasti Regional Park is now being operated under a concession contract.
- \$36,000 reduction in the amount budgeted for a variety of other costs including general office expense, non-inventoriable equipment and advertising.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$66,450 includes the following for this budget unit:

- \$35,865 for costs related to the performance of work duties, including attendance at the monthly park management meetings, the annual three day park superintendent retreat to discuss and develop departmental policies/procedures, reimbursement for the department's roving maintenance crew, and compensation to staff for traveling to and from the more distant parks such as Calico Ghost Town and Moabi Regional Park.
- \$29,085 for the cost of job-related professional development training/conferences that offer continuing professional educational units or promote the parks as a destination for tourists.
- \$1,500 is for an annual tour to familiarize the Park's Advisory Commission with the various parks and their amenities.

These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Transfers of \$36,807 represent costs paid to other departments for various services provided. The decrease of \$4,802 represents a reduced amount for EH&P costs and advertising charges paid to the Human Resources Department based on estimates provided by that department.

Reimbursements of \$174,688 mainly represent the amount of staff time and resources allocated for project management on grant funded programs, including the senior nutrition luncheon program in Crestline, various Proposition 40 and federally funded construction projects, and special event production at Calico Ghost Town Regional Park.

Use of money and property revenue of \$1,253,000 is based on current contract estimates with parks concessions, including an additional \$55,000 for concession operation of the Cucamonga-Guasti pool complex.

Current services revenue of \$5,939,313 are anticipated from fees for camping, fishing, park entrance, swimming, facility use, and special events. The additional \$392,313 is primarily due to fee adjustments approved by the Board of Supervisors in March 2008 and a 2.2% projected increase in park attendance for 2008-09.

Other revenue of \$54,000 represent fees collected primarily from sales of bait, firewood, and snack bar sales at the Lake Gregory Regional Park boathouse.

There are no operating transfers in anticipated in 2008-09. The \$20,000 decrease is because the Department is now recovering its costs of administering the Glen Helen Pavilion contract through reimbursements rather than an operating transfer in.

| PERFORMANCE MEASURES   |                    |                      |                      |                      |
|--|--------------------|----------------------|----------------------|----------------------|
| Description of Performance Measure   | 2006-07<br>Actual  | 2007-08<br>Projected | 2007-08<br>Estimated | 2008-09<br>Projected |
| Percentage increase in attendance at all regional parks (total attendance).                            | .0%<br>(2,208,205) | 5.0%                 | 2.5%                 | 2.2%                 |
| Percent of surveys indicating customer service was excellent and that they would visit the park again. | 86%                | 80%                  | 80%                  | 85%                  |
| Percentage of trail complaints responded within 72 hours of notification.                              | 100%               | 100%                 | 100%                 | 100%                 |
| Number of families participating in "Fam Camp".  | N/A                | New                  | 10                   | 10                   |
| Numer of children participating in Junior Fishing Program  | N/A                | N/A                  | N/A                  | 100                  |
| Percentage decrease in the number of significant vandalism incidents.                                  | 0%                 | 5%                   | 2%                   | 5%                   |
| Number of large scale/specialized projects completed.  | N/A                | 8                    | 9                    | 8                    |

Park attendance in 2007-08 is now estimated to increase by 2.5% rather than the original projection of 5%. This revised estimate is based on sluggish attendance at destination parks like Calico and Moabi due to the impacts from higher gas prices.

Attendance, to a large extent, is also tied to amenities offered at the parks. The following is a list of construction projects completed during 2007-08:

- Phase I of the Santa Ana River Trail, between the Riverside County line and La Cadena Drive in Colton.
- Campground expansion at Yucaipa Regional Park.
- Various projects at Glen Helen Regional Park, including a trail, parkway/landscape improvements, paving, shelter replacements, new restroom, and renovation of existing restrooms.
- New campground restroom and shower at Moabi Regional Park.
- New fencing at Mojave Narrows Regional Park.
- Various park road paving projects.

In addition, the following projects are anticipated to be completed during 2008-09:

- Mojave Narrows playground shelter and restroom replacement.
- Interpretive nature trail and additional landscaping improvements at Glen Helen Regional Park.

| ADDITIONAL GENERAL FUND FINANCING REQUESTS |   |                      |               |                         |               |   |
|--|---|----------------------|---------------|-------------------------|---------------|---|
| Rank                                       | Brief Description of Request  | Budgeted<br>Staffing | Appropriation | Departmental<br>Revenue | Local<br>Cost | Proposed<br>2008-09<br>Performance<br>Measurement |
| 1.   | <b>Infrastructure Improvements to Data Systems - BPI Request</b><br>The Information Services Department recommends the purchase of a file server for the Regional Parks Department and the installation of T1 lines at Moabi, Calico Ghost Town and Cucamonga-Guasti regional parks. The file server is a necessary improvement as the Department's growth of data storage needs has become more significant. The T1 lines are critical to the data connectivity and are necessary to effectively finish implementing Regional Parks' new reservation system. | -                    | 55,000        | -                       | 55,000        |   |
|  | Complete purchase of file server, data transfer and installation of T1 lines.   |                      |               |                         |               | 100%  |
|  | <b>Total</b>  | -                    | 55,000        | -                       | 55,000        |   |

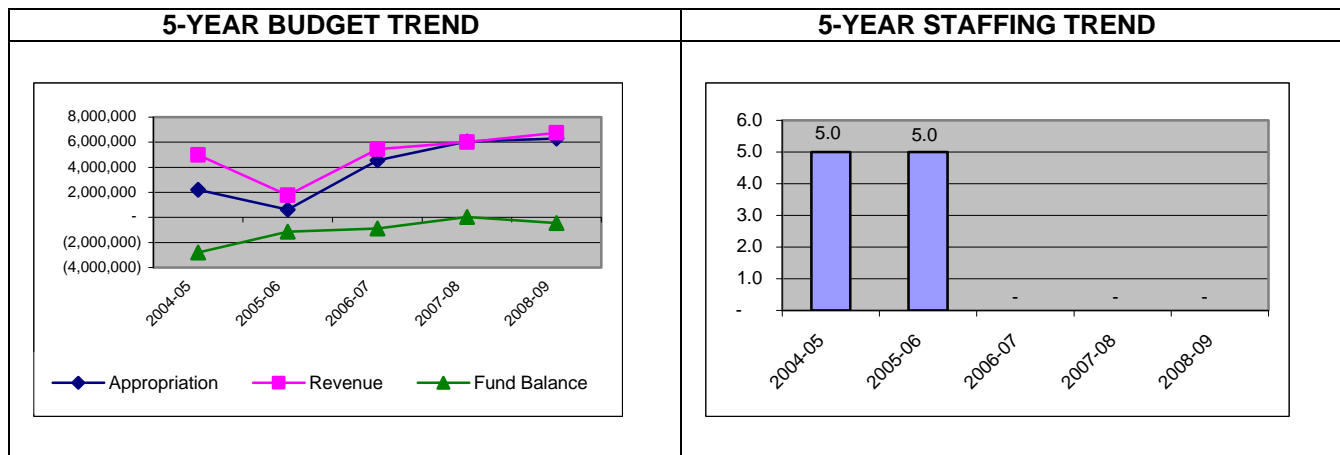


## County Trail System

### DESCRIPTION OF MAJOR SERVICES

Regional Parks Department is the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the county. The trail system is enjoyed by the region's burgeoning population for cycling, hiking and equestrian use, linking open space with parks and non-motorized transportation corridors. In the spring of 2007, construction was completed on a 3.3-mile segment of the Santa Ana River Trail (SART). This stretch was the connection from San Bernardino County to the Riverside County Line, offering cyclists over 22 miles of contiguous trail along the Santa Ana River within the two counties. Design and environmental work are currently underway for both Phase III (from Waterman Avenue to California Street) and Phase IV (from California Street to the San Bernardino Mountains) of the SART.

### BUDGET HISTORY



### PERFORMANCE HISTORY

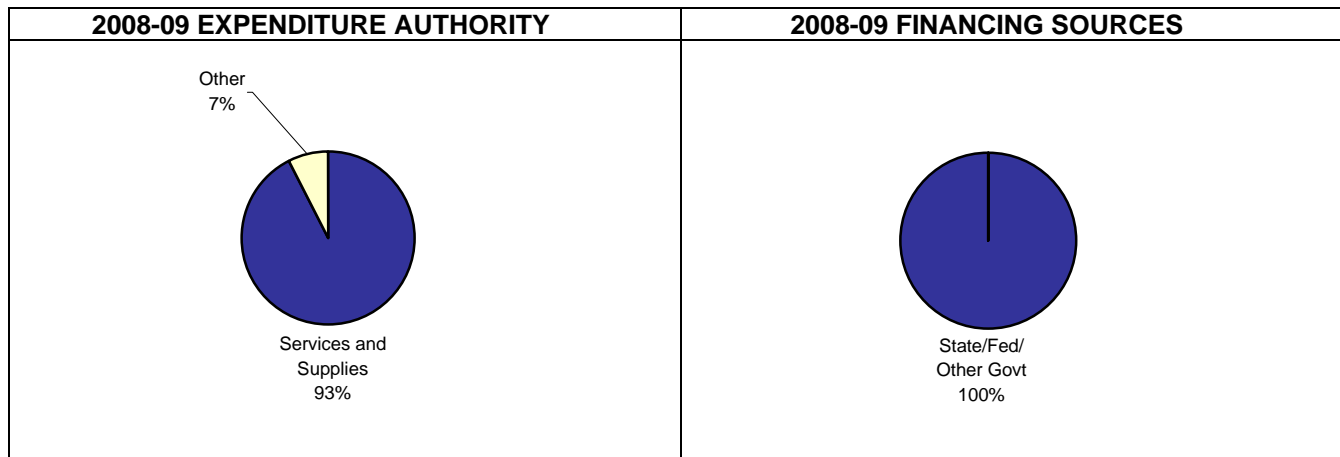
|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 498,690           | 289,839           | 4,155,845         | 6,053,583                     | 727,036             |
| Departmental Revenue | 2,153,686         | 545,587           | 4,897,597         | 6,017,266                     | 243,901             |
| Fund Balance         |                   |                   |                   | 36,317                        |                     |

Appropriation for 2007-08 are anticipated to be approximately \$5.3 million less than budget primarily because construction of Phase III of the Santa Ana River Trail did not commence as originally anticipated due to the need for additional environmental studies.

Departmental revenue for 2007-08 are anticipated to be \$5.8 million below budget mostly due to less state and federal revenues received because of the aforementioned project not commencing as scheduled.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Regional Parks  
 FUND: County Trail System

BUDGET UNIT: RTS CCP  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 249,368           | 221,523           | -                 | -                   | -                          | -                             | -  |
| Services and Supplies       | 464,090           | 242,403           | 3,622,933         | 719,036             | 5,590,083                  | 5,827,593                     | 237,510                                      |
| Other Charges               | -                 | -                 | 360,000           | -                   | -                          | -                             | -  |
| Land and Improvements       | -                 | -                 | -                 | -                   | 445,500                    | 453,500                       | 8,000  |
| L/P Struct/Equip/Vehicle:   | 40,277            | -                 | -                 | -                   | -                          | -                             | -  |
| Transfers                   | 7,108             | 1,011             | 172,912           | 8,000               | 18,000                     | 18,000                        | -  |
| Total Exp Authority         | 760,843           | 464,937           | 4,155,845         | 727,036             | 6,053,583                  | 6,299,093                     | 245,510                                      |
| Reimbursements              | (262,153)         | (175,098)         | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 498,690           | 289,839           | 4,155,845         | 727,036             | 6,053,583                  | 6,299,093                     | 245,510                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 4,422             | 3,249             | 4,918             | 16,730              | 2,200                      | 6,000                         | 3,800  |
| State, Fed or Gov't Aid     | 2,054,814         | 480,658           | 4,259,459         | 234,589             | 6,002,484                  | 6,739,911                     | 737,427                                      |
| Other Revenue               | 89,450            | 61,680            | -                 | (20,000)            | -                          | -                             | -  |
| Total Revenue               | 2,148,686         | 545,587           | 4,264,377         | 231,319             | 6,004,684                  | 6,745,911                     | 741,227                                      |
| Operating Transfers In      | 5,000             | -                 | 633,220           | 12,582              | 12,582                     | -                             | (12,582)                                     |
| Total Financing Sources     | 2,153,686         | 545,587           | 4,897,597         | 243,901             | 6,017,266                  | 6,745,911                     | 728,645                                      |
| Fund Balance                |                   |                   |                   |                     | 36,317                     | (446,818)                     | (483,135)                                    |

Services and supplies of \$5,827,593 are budgeted for design, environmental and construction costs associated with Phase III of the SART, in addition to design and environmental work on Phase IV.

Land and improvements of \$453,500 are budgeted for construction of lighting improvements at the soccer fields at Yucaipa Regional Park, as well as construction of a pocket park along the Santa Ana River. Both of these projects are federally grant funded.

Transfers of \$18,000 are anticipated to Regional Park's general fund budget unit for project management costs for the above referenced projects.

State, federal, or government aid revenue of \$6,739,911 includes the following:

- \$854,940 in state grants for both Phase III and IV of the Santa Ana River Trail.
- \$5,884,971 in federal aid for construction of Phase III of the SART and finalizing design/environmental on Phase IV, along with reimbursements from HUD for the Yucaipa soccer field lighting project and the Santa Ana River pocket park.

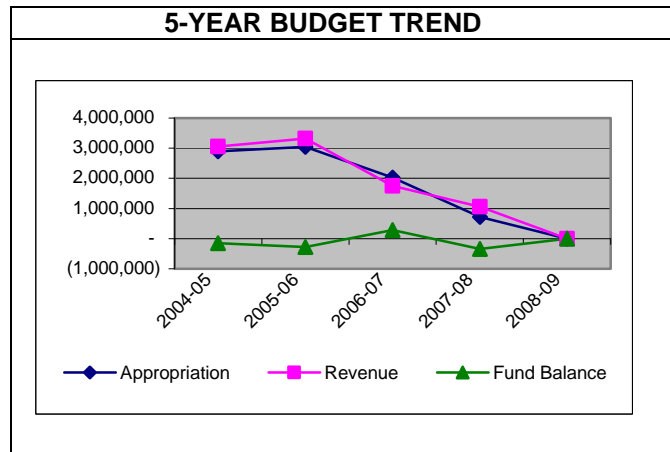


## Proposition 12 Projects

### DESCRIPTION OF MAJOR SERVICES

In 2000, the voters approved Proposition 12, the Safe Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act responding to the recreational and open-space needs of a growing population and expanding urban communities. The Regional Parks Department's allocation of Proposition 12 funds was \$4,832,410. The final projects under this bond act were completed in March 2008. All project expenditures have been completed and final reimbursements are now pending. Consequently, this fund is no longer necessary and is expected to be closed out during 2007-08.

### BUDGET HISTORY



### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 506,425           | 1,752,311         | 1,824,322         | 718,000                       | 828,272             |
| Departmental Revenue | 379,737           | 2,279,790         | 1,184,452         | 1,062,544                     | 1,172,716           |
| Fund Balance         |                   |                   |                   | (344,544)                     |                     |

Appropriation and departmental revenue for 2007-08 are both anticipated to be \$110,172 greater than budget primarily due to projects being completed and final reconciliation/closeout of this budget unit occurring in the fiscal year.

## ANALYSIS OF PROPOSED BUDGET

GROUP: Public and Support Services  
 DEPARTMENT: Regional Parks  
 FUND: Proposition 12 Projects

BUDGET UNIT: RKL RGP  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 1,683             | -                 | -                 | -                   | -                          | -                             | -  |
| Land and Improvements       | -                 | 1,703,585         | 1,824,322         | 652,941             | 687,000                    | -                             | (687,000)                                    |
| Transfers                   | (327)             | 25,000            | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 1,356             | 1,728,585         | 1,824,322         | 652,941             | 687,000                    | -                             | (687,000)                                    |
| Operating Transfers Out     | -                 | 23,726            | -                 | 175,331             | 31,100                     | -                             | (31,100)                                     |
| Total Requirements          | 1,356             | 1,752,311         | 1,824,322         | 828,272             | 718,100                    | -                             | (718,100)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 4,199             | 7,833             | 11,553            | 11,301              | 8,000                      | -                             | (8,000)                                      |
| State, Fed or Gov't Aid     | 575,538           | 1,149,316         | 1,556,644         | 1,161,415           | 1,054,544                  | -                             | (1,054,544)                                  |
| Other Revenue               | (200,000)         | 200,000           | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 379,737           | 1,357,149         | 1,568,197         | 1,172,716           | 1,062,544                  | -                             | (1,062,544)                                  |
| Operating Transfers In      | -                 | 922,641           | (383,745)         | -                   | -                          | -                             | -  |
| Total Financing Sources     | 379,737           | 2,279,790         | 1,184,452         | 1,172,716           | 1,062,544                  | -                             | (1,062,544)                                  |
| Fund Balance                |                   |                   |                   |                     | (344,444)                  | -                             | 344,444                                      |





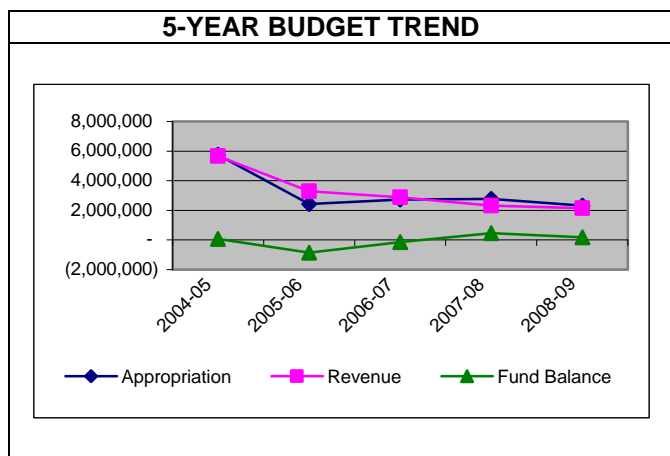
## Proposition 40 Projects

### DESCRIPTION OF MAJOR SERVICES

Proposition 40 is the Safe Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act of 2002, responding to the recreational and open-space needs of a growing population and expanding urban communities. The program is intended to revive state Stewardship of natural resources by investing in neighborhood and state parks to meet the urgent need for safe, open and accessible local park and recreational facilities. Regional Parks' total allocation of Proposition 40 per capita funds is \$4,858,000. On December 16, 2003, the Board of Supervisors approved a list of per capita projects to be funded by this financing source.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

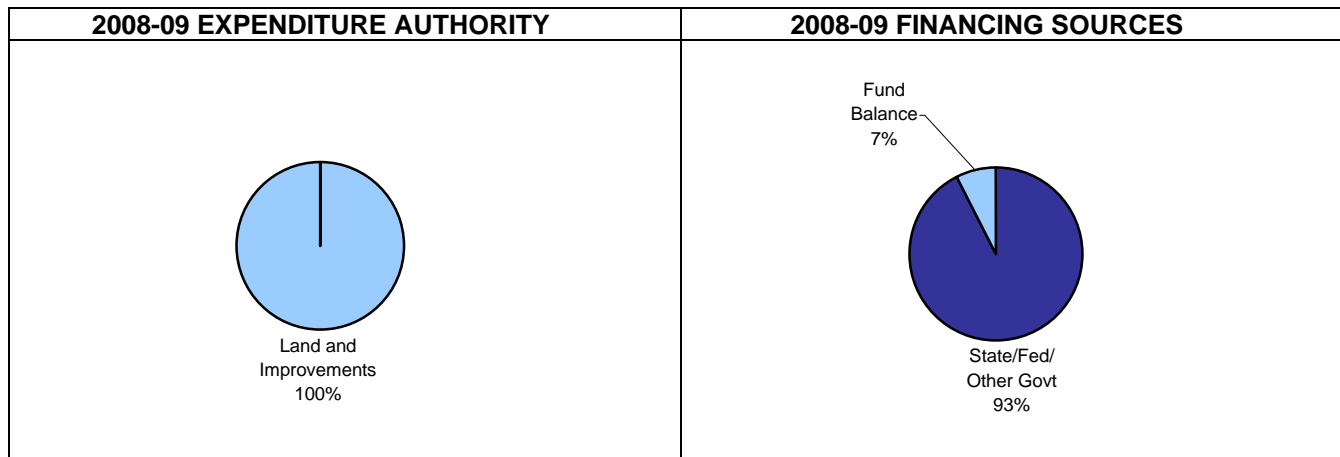


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 2,027,391         | 64,577            | (82,222)          | 2,781,037                     | 637,582             |
| Departmental Revenue | 1,080,283         | 634,838           | 523,138           | 2,320,368                     | 349,882             |
| Fund Balance         |                   |                   |                   | 460,669                       |                     |

Appropriation for 2007-08 is estimated to be approximately \$2.1 million less than budget due to a number of Proposition 40 projects not commencing as originally anticipated. These projects are now expected to occur in 2008-09 and have been re-budgeted accordingly. Correspondingly, revenues for these projects are also expected to be less than budget for 2007-08.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Regional Parks  
FUND: Proposition 40 Projects

BUDGET UNIT: RKM RGP  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 336,929           | -                 | -                 | -                   | -                          | -                             | -  |
| Land and Improvements       | -                 | 64,577            | (82,222)          | 625,000             | 2,768,455                  | 2,320,003                     | (448,452)                                    |
| Transfers                   | 230,000           | -                 | -                 | -                   | -                          | -                             | -  |
| Total Exp Authority         | 566,929           | 64,577            | (82,222)          | 625,000             | 2,768,455                  | 2,320,003                     | (448,452)                                    |
| Reimbursements              | (300,000)         | -                 | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 266,929           | 64,577            | (82,222)          | 625,000             | 2,768,455                  | 2,320,003                     | (448,452)                                    |
| Operating Transfers Out     | -                 | -                 | -                 | 12,582              | 12,582                     | -                             | (12,582)                                     |
| Total Requirements          | 266,929           | 64,577            | (82,222)          | 637,582             | 2,781,037                  | 2,320,003                     | (461,034)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 5,983             | 2,953             | 5,511             | 10,000              | 5,000                      | 7,500                         | 2,500  |
| State, Fed or Gov't Aid     | 729,300           | 346,885           | 517,627           | 321,782             | 2,297,268                  | 2,139,534                     | (157,734)                                    |
| Other Revenue               | 345,000           | 285,000           | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 1,080,283         | 634,838           | 523,138           | 331,782             | 2,302,268                  | 2,147,034                     | (155,234)                                    |
| Operating Transfers In      | -                 | -                 | -                 | 18,100              | 18,100                     | -                             | (18,100)                                     |
| Total Financing Sources     | 1,080,283         | 634,838           | 523,138           | 349,882             | 2,320,368                  | 2,147,034                     | (173,334)                                    |
| Fund Balance                |                   |                   |                   |                     | 460,669                    | 172,969                       | (287,700)                                    |

Land and improvements of \$2,320,003 is for the construction of a snack bar and restroom renovation project at Mojave Narrows Regional Park, a sewer treatment facility at Moabi Regional Park, a domestic water system at Prado Regional Park, and completion of a nature interpretive trail at Glen Helen Regional Park. The decrease of \$448,452 is due to completion of the Mojave Narrows front entry gate project in 2007-08.

State, federal, or governmental aid revenue of \$2,139,534 represents the Proposition 40 revenues that are anticipated to finance the above projects.



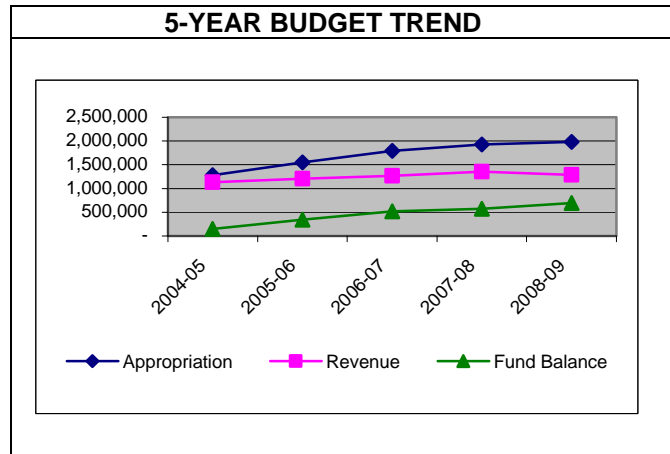
## Glen Helen Pavilion

### DESCRIPTION OF MAJOR SERVICES

This budget unit was established to account for lease payments received annually from the operators of the Pavilion at Glen Helen Regional Park. Each year, this revenue is transferred to the county general fund to finance the cost of the facility's debt service payment.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

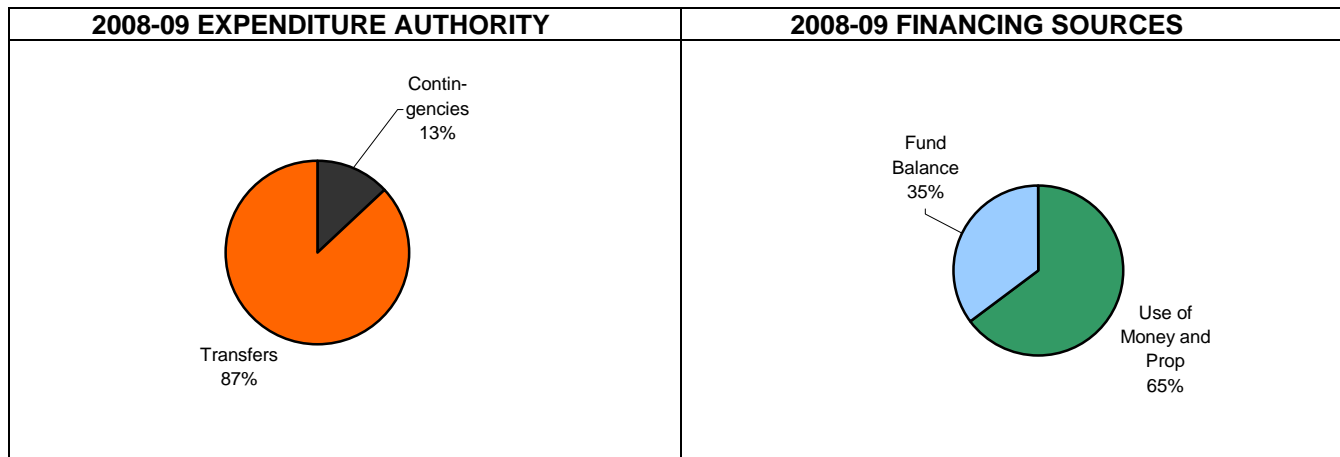


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 969,500           | 1,039,182         | 1,211,563         | 1,929,877                     | 1,378,000           |
| Departmental Revenue | 1,165,561         | 1,213,118         | 1,267,027         | 1,355,000                     | 1,500,000           |
| Fund Balance         |                   |                   |                   | 574,877                       |                     |

Appropriation for 2007-08 is estimated to be \$551,877 less than budget due to unspent contingencies.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Regional Parks  
 FUND: Glen Helen Pavilion

BUDGET UNIT: SGH CAO  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Transfers                   | 969,500           | 1,039,182         | 1,211,563         | 1,378,000           | 1,378,000                  | 1,725,000                     | 347,000                                      |
| Contingencies               | -                 | -                 | -                 | -                   | 551,877                    | 256,877                       | (295,000)                                    |
| Total Appropriation         | 969,500           | 1,039,182         | 1,211,563         | 1,378,000           | 1,929,877                  | 1,981,877                     | 52,000                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 1,025,561         | 1,213,118         | 1,267,027         | 1,240,000           | 1,235,000                  | 1,285,000                     | 50,000                                       |
| Other Revenue               | 140,000           | -                 | -                 | 260,000             | 120,000                    | -                             | (120,000)                                    |
| Total Revenue               | 1,165,561         | 1,213,118         | 1,267,027         | 1,500,000           | 1,355,000                  | 1,285,000                     | (70,000)                                     |
| Fund Balance                |                   |                   |                   |                     | 574,877                    | 696,877                       | 122,000                                      |

Transfers of \$1,725,000 are primarily to the county general fund for the cost of the Pavilion's debt service payment.

Contingencies of \$256,877 represent that portion of the fund balance set aside for unanticipated costs.

Revenue from use of money and property of \$1,285,000 includes rent from the operators of the Pavilion (\$1,225,000), as well as anticipated interest earnings on this fund's cash balance (\$60,000).

Other revenue is decreasing by \$120,000 since the County is no longer receiving this amount from the Pavilion operators for naming rights of the facility.



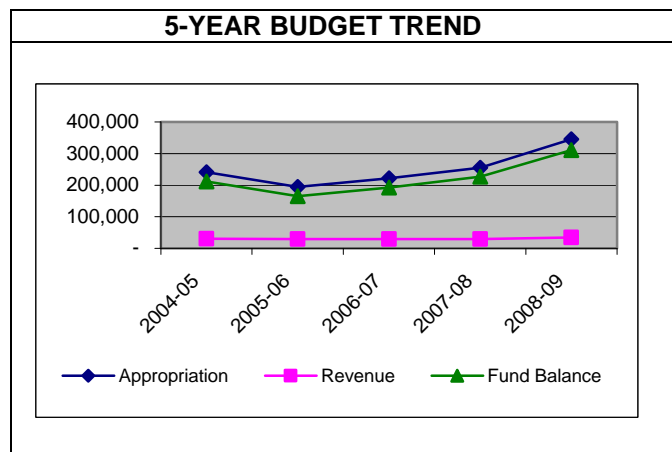
## Pavilion Improvements at Glen Helen

### DESCRIPTION OF MAJOR SERVICES

This special revenue fund was established to provide for improvements to the Pavilion at Glen Helen Regional Park. These improvements are designed to maintain the Pavilion and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This fund is financed jointly by deposits from the Regional Parks Department and the operators of the Pavilion.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



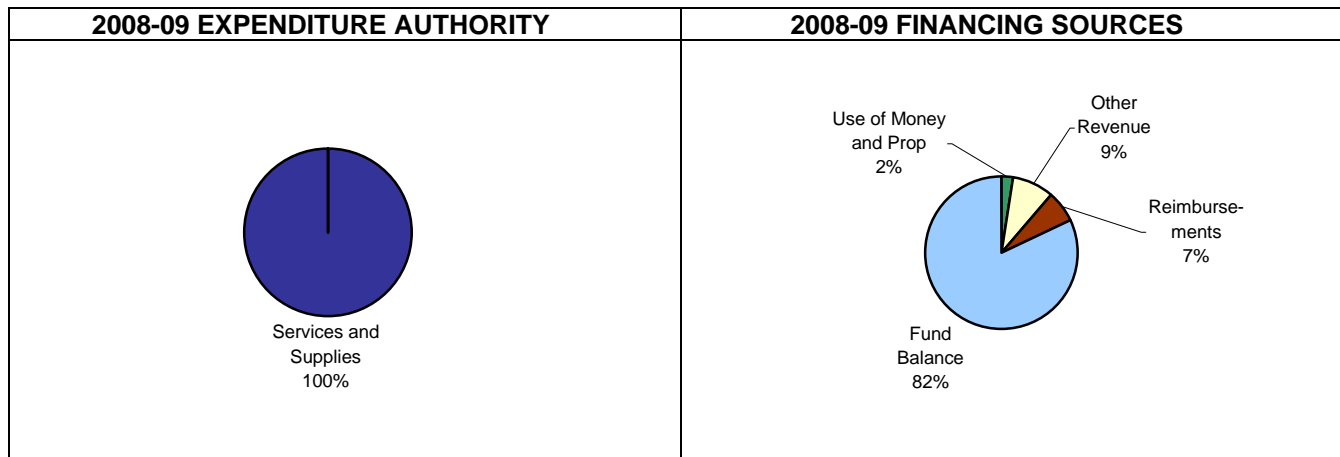
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 75,066            | 4,077             | -                 | 255,448                       | -                   |
| Departmental Revenue | 28,798            | 31,281            | 34,076            | 29,024                        | 84,500              |
| Fund Balance         |                   |                   |                   | 226,424                       |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures in this fund are typically less than budget. Since no improvement projects are anticipated for 2007-08, the entire fund balance has been re-appropriated in the 2008-09 budget.

Departmental revenue is anticipated to be approximately \$55,000 greater than budget primarily because an analysis of the contract with the operators of the Pavilion indicated payments to this fund were a year behind. During 2007-08, the Pavilion operators and the Regional Parks Department jointly made deposits for years 14 and 15 of the lease.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Regional Parks  
FUND: Pavilion Improvements

BUDGET UNIT: SGR RGP  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 75,066            | 4,077             | -                 | -                   | 255,448                    | 369,924                       | 114,476                                      |
| Total Exp Authority         | 75,066            | 4,077             | -                 | -                   | 255,448                    | 369,924                       | 114,476                                      |
| Reimbursements              | -                 | -                 | -                 | -                   | -                          | (25,000)                      | (25,000)                                     |
| Total Appropriation         | 75,066            | 4,077             | -                 | -                   | 255,448                    | 344,924                       | 89,476                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 3,798             | 6,281             | 9,076             | 9,500               | 4,024                      | 9,000                         | 4,976  |
| Other Revenue               | 25,000            | 25,000            | 25,000            | 75,000              | 25,000                     | 25,000                        | -  |
| Total Revenue               | 28,798            | 31,281            | 34,076            | 84,500              | 29,024                     | 34,000                        | 4,976  |
| Fund Balance                |                   |                   |                   |                     | 226,424                    | 310,924                       | 84,500                                       |

Services and supplies of \$369,924 have increased by \$114,476 primarily based on additional fund balance available.

Reimbursements of \$25,000 represent the County's contribution towards improvements to the Pavilion per provisions of the lease. In prior years, the County's matching contribution was accounted for under other revenue.

Departmental revenue of \$34,000 include \$9,000 in anticipated interest, plus a \$25,000 deposit from the operators of the Pavilion per the lease agreement. The matching County contribution is now accounted for under reimbursements as the contribution amount will now be made from the Pavilion debt service fund.



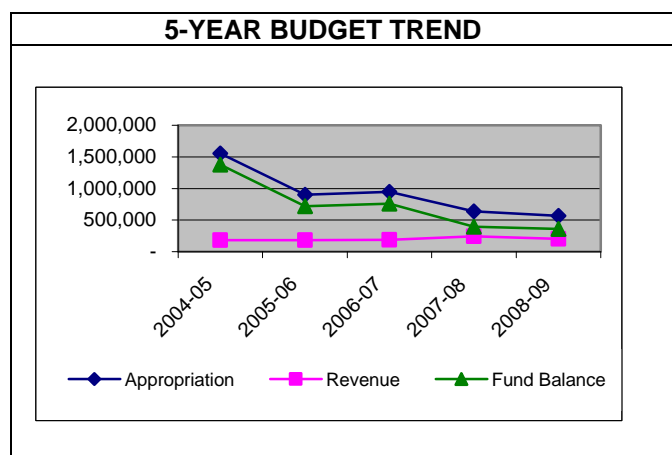
## Park Maintenance/Development

### DESCRIPTION OF MAJOR SERVICES

This special revenue fund was established to provide for development, special maintenance projects, and emergency repair at all regional parks. The costs associated with this fund are financed through a small percentage of park admission fees.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



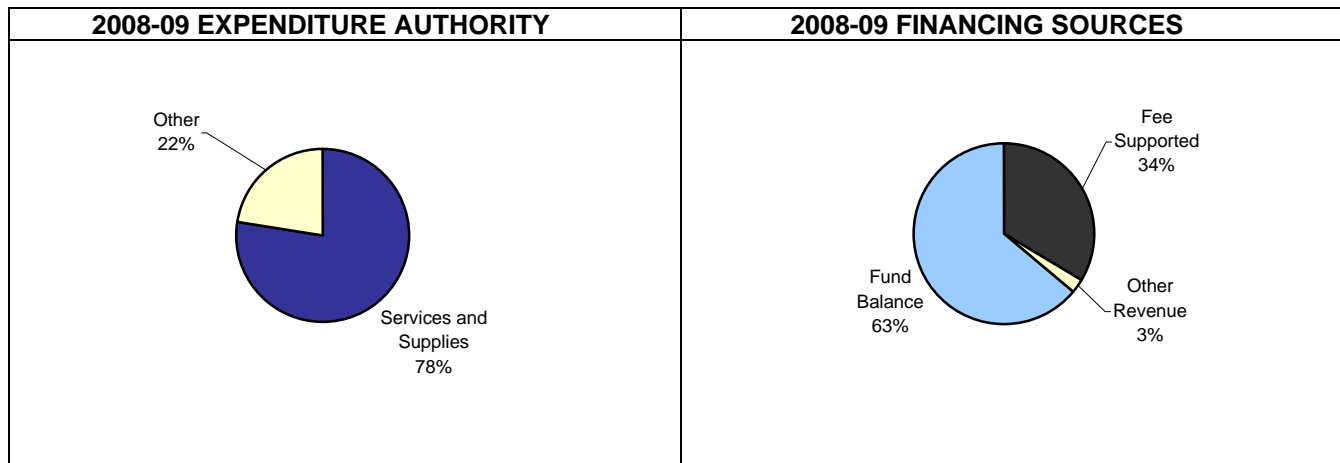
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 924,218           | 636,915           | 844,874           | 637,418                       | 435,109             |
| Departmental Revenue | 263,528           | 659,972           | 311,436           | 243,100                       | 401,096             |
| Fund Balance         |                   |                   |                   | 394,318                       |                     |

Appropriation for 2007-08 are estimated at approximately \$202,000 less than budget primarily due to the cost of some equipment purchases being less than originally anticipated, as well as one piece of equipment not being purchased because of approval of a turf maintenance contract.

Departmental revenue for 2007-08 is exceeding budget by approximately \$158,000 largely due to increased attendance at the parks.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Regional Parks  
FUND: Park Maintenance/ Development

BUDGET UNIT: SPR CCR  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 856,513           | 535,513           | 492,343           | 292,922             | 390,598                    | 437,992                       | 47,394                                       |
| Land and Improvements       | -                 | -                 | -                 | 10,587              | -                          | 46,000                        | 46,000                                       |
| Equipment                   | 63,075            | 10,769            | 95,682            | 113,500             | 228,720                    | -                             | (228,720)                                    |
| Vehicles                    | -                 | -                 | -                 | -                   | -                          | 81,000                        | 81,000                                       |
| Capitalized Software        | -                 | 48,575            | -                 | -                   | -                          | -                             | -  |
| Transfers                   | 4,630             | (1,093)           | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 924,218           | 593,764           | 588,025           | 417,009             | 619,318                    | 564,992                       | (54,326)                                     |
| Operating Transfers Out     | -                 | 43,151            | 256,849           | 18,100              | 18,100                     | -                             | (18,100)                                     |
| Total Requirements          | 924,218           | 636,915           | 844,874           | 435,109             | 637,418                    | 564,992                       | (72,426)                                     |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 28,396            | 32,161            | 38,188            | 18,000              | 22,000                     | 15,000                        | (7,000)                                      |
| State, Fed or Gov't Aid     | 352               | 148,776           | (29,455)          | -                   | -                          | -                             | -  |
| Current Services            | 252,098           | 94,619            | 320,203           | 335,000             | 190,000                    | 189,687                       | (313)  |
| Other Revenue               | (17,500)          | (25,384)          | (17,500)          | 5,000               | -                          | -                             | -  |
| Other Financing Sources     | 182               | 12,061            | -                 | 11,996              | -                          | -                             | -  |
| Total Revenue               | 263,528           | 262,233           | 311,436           | 369,996             | 212,000                    | 204,687                       | (7,313)                                      |
| Operating Transfers In      | -                 | 397,739           | -                 | 31,100              | 31,100                     | -                             | (31,100)                                     |
| Total Financing Sources     | 263,528           | 659,972           | 311,436           | 401,096             | 243,100                    | 204,687                       | (38,413)                                     |
| Fund Balance                |                   |                   |                   |                     | 394,318                    | 360,305                       | (34,013)                                     |

Services and supplies of \$437,992 are budgeted for special maintenance and emergency repair projects at the various regional parks during 2008-09.

Land and improvements are budgeted at \$46,000. This amount includes the following improvements at Calico Ghost Town Regional Park: deck/handicap ramp at the candle shop and deck and cover at the saloon.

Vehicles of \$81,000 include \$36,000 for three turf utility vehicles and \$45,000 for a small backhoe.

Current services revenue of \$189,687 include a portion of gate entrance fees and reservation fees.



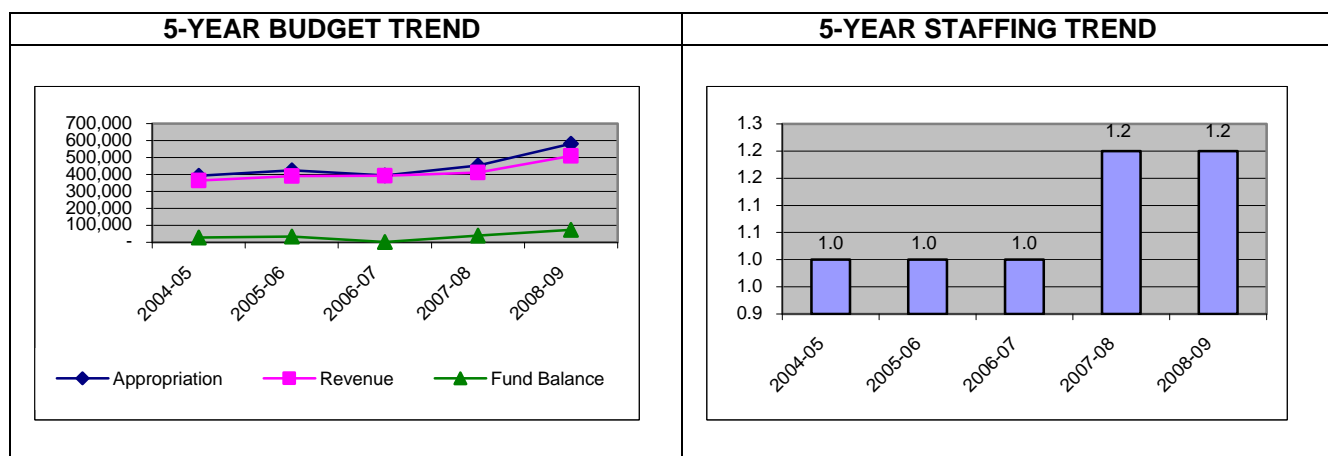


## Calico Ghost Town Marketing Services

### DESCRIPTION OF MAJOR SERVICES

This special revenue fund was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Spring Bluegrass Festival, Heritage Fest, Calico Ghost Haunt, and the Civil War reenactment.

### BUDGET HISTORY

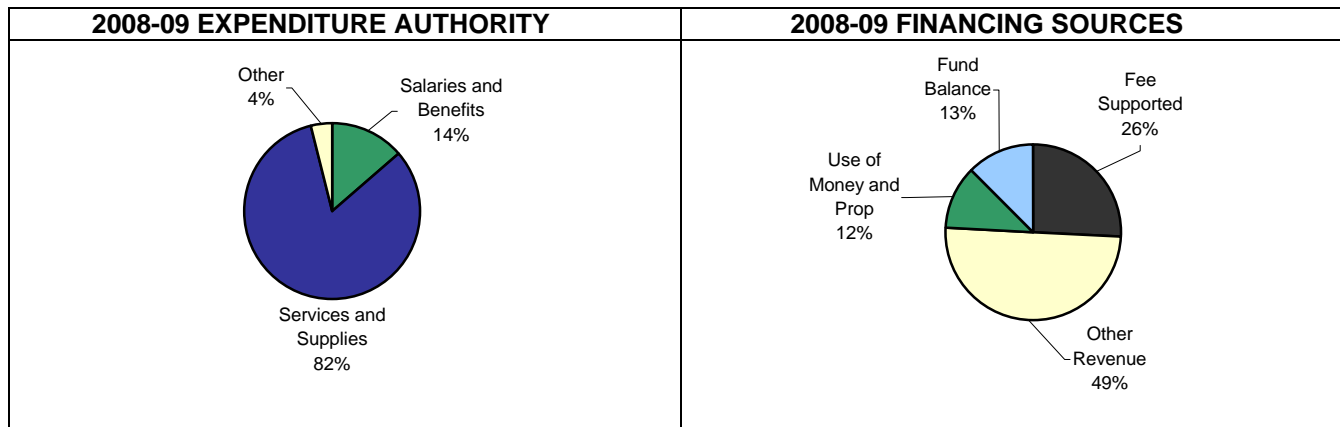


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 391,606           | 423,487           | 398,292           | 451,979                       | 522,487             |
| Departmental Revenue | 363,820           | 390,996           | 436,690           | 412,200                       | 555,637             |
| Fund Balance         |                   |                   |                   | 39,779                        |                     |
| Budgeted Staffing    |                   |                   |                   | 1.2                           |                     |

Appropriation and departmental revenue are estimated to be approximately \$70,000 and \$143,000 greater than budget, respectively, mainly due to the addition of a second weekend for the very popular Calico Ghost Haunt event.

## ANALYSIS OF PROPOSED BUDGET



**GROUP:** Public and Support Services  
**DEPARTMENT:** Regional Parks  
**FUND:** Calico Ghost Town Marketing Svcs

**BUDGET UNIT:** SPS CCR  
**FUNCTION:** Recreation and Cultural Services  
**ACTIVITY:** Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 59,148            | 62,896            | 60,643            | 75,480              | 67,480                     | 79,295                        | 11,815                                       |
| Services and Supplies       | 332,268           | 360,388           | 332,392           | 426,743             | 369,235                    | 472,758                       | 103,523                                      |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 7,100                         | 7,100  |
| Transfers                   | 190               | 203               | 5,257             | 20,264              | 15,264                     | 22,276                        | 7,012  |
| Total Appropriation         | 391,606           | 423,487           | 398,292           | 522,487             | 451,979                    | 581,429                       | 129,450                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 57,912            | 62,956            | 64,519            | 63,938              | 61,200                     | 67,500                        | 6,300  |
| Current Services            | 112,312           | 108,537           | 107,954           | 161,503             | 105,000                    | 150,000                       | 45,000                                       |
| Other Revenue               | 193,596           | 219,503           | 264,217           | 330,196             | 246,000                    | 291,000                       | 45,000                                       |
| Total Revenue               | 363,820           | 390,996           | 436,690           | 555,637             | 412,200                    | 508,500                       | 96,300                                       |
| Fund Balance                |                   |                   |                   |                     | 39,779                     | 72,929                        | 33,150                                       |
| Budgeted Staffing           |                   |                   |                   |                     | 1.2                        | 1.2                           | -  |

Salaries and benefits of \$79,295 fund a full-time Special Events Coordinator and a part-time position for a total of 1.2 budgeted staffing. The increase of \$11,815 is primarily due to increased salary for the Special Events Coordinator as approved by the Board of Supervisors in 2007-08.

Services and supplies of \$472,758 represent the cost of producing special events at the Park. The \$103,523 increase is based on additional revenues and fund balance available.

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$7,100 reflects anticipated costs for participation in the annual Pow-Wow International Trade Show. Attendance at this event is crucial to the promotion of Calico Ghost Town and its specialized events.

Transfers of \$22,276 represent reimbursements to the Regional Parks general fund budget unit for the cost of department resources used to produce the special events.

Use of money and property of \$67,500 includes estimated revenues from a percentage of concession sales.

Current services of \$150,000 include revenue from a portion of gate entrance fees. This amount is being increased by \$45,000 based on estimates from prior year.

Other revenue of \$291,000 includes revenues from the special events held at the park. Due to the growing popularity of the special events, and the addition of an extra weekend for hosting the Calico Ghost Haunt event, this revenue is estimated to increase by \$45,000 from the amount budgeted in the previous year.



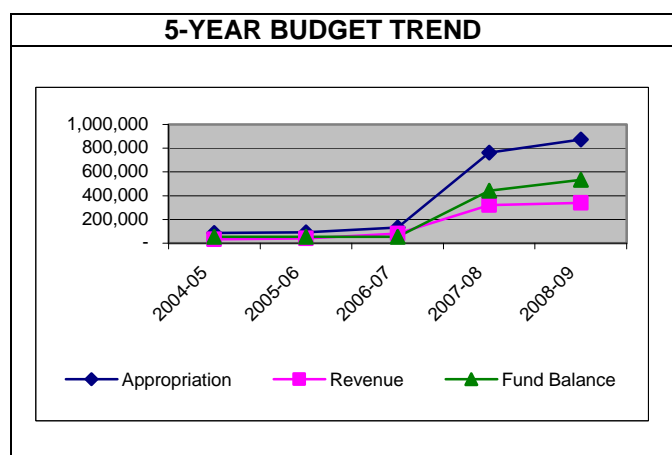
## Off-Highway Vehicle License Fee

### DESCRIPTION OF MAJOR SERVICES

Off-Highway vehicle (OHV) funds are provided pursuant to state law, and derived from fines for violation of off-highway vehicle operations and licensing. These funds are used for the development of off-highway trails and recreation areas in compliance with state requirements.

There is no staffing associated with this budget unit.

### BUDGET HISTORY



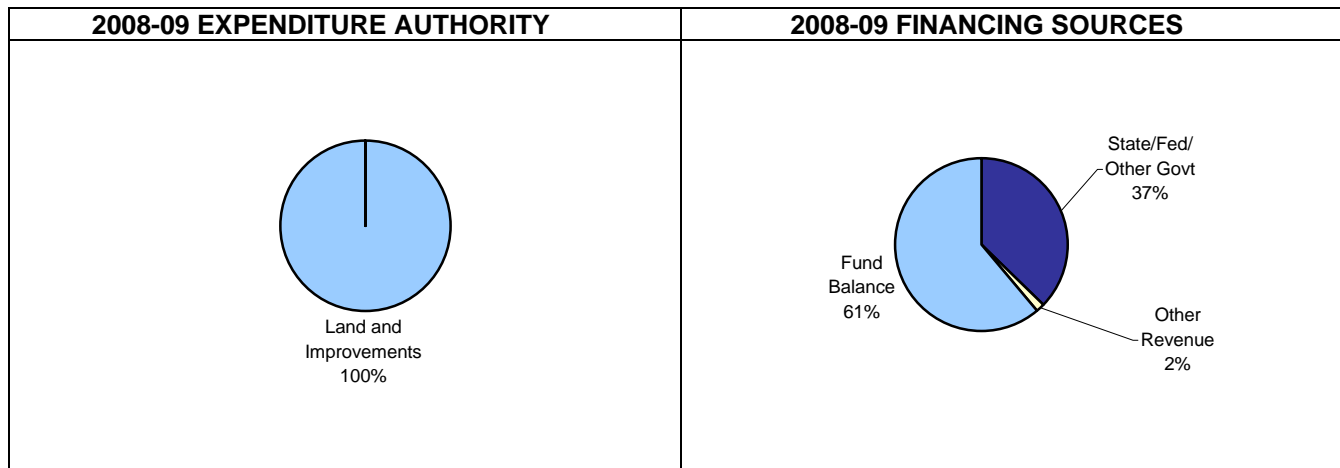
### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 87,298            | -                 | 14,422            | 763,731                       | 300,000             |
| Departmental Revenue | 33,082            | -                 | 404,297           | 321,000                       | 390,889             |
| Fund Balance         |                   |                   |                   | 442,731                       |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, expenditures in this fund are typically less than budget. The amount not expended is carried over to the subsequent year's budget.

Departmental revenue is estimated to be approximately \$70,000 more than budget primarily because the state changed the calculations for dispersing fees, thus resulting in more revenues for San Bernardino County.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Regional Parks  
 FUND: Off-Highway Vehicle License Fee

BUDGET UNIT: SBY AMS  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreational Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 5,502             | -                 | -                 | 300,000             | 440,618                    | -                             | (440,618)                                    |
| Land and Improvements       | -                 | -                 | -                 | -                   | -                          | 873,620                       | 873,620                                      |
| Equipment                   | -                 | -                 | 14,422            | -                   | -                          | -                             | -  |
| Vehicles                    | 81,796            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Appropriation         | 87,298            | -                 | 14,422            | 300,000             | 440,618                    | 873,620                       | 433,002                                      |
| Operating Transfers Out     | -                 | -                 | -                 | -                   | 323,113                    | -                             | (323,113)                                    |
| Total Requirements          | 87,298            | -                 | 14,422            | 300,000             | 763,731                    | 873,620                       | 109,889                                      |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | -                 | -                 | 1,303             | 15,000              | -                          | 15,000                        | 15,000                                       |
| State, Fed or Gov't Aid     | 33,082            | -                 | 402,994           | 375,889             | 321,000                    | 325,000                       | 4,000  |
| Total Revenue               | 33,082            | -                 | 404,297           | 390,889             | 321,000                    | 340,000                       | 19,000                                       |
| Fund Balance                |                   |                   |                   |                     | 442,731                    | 533,620                       | 90,889                                       |

Land and improvements are budgeted at \$873,620 for such items as new restrooms and additional camping cabins within OHV campground areas. The \$109,889 increase in appropriation is due to additional revenue and fund balance available.

State aid of \$325,000 includes revenue derived from fines for violation of off-highway vehicle operations and licensing.

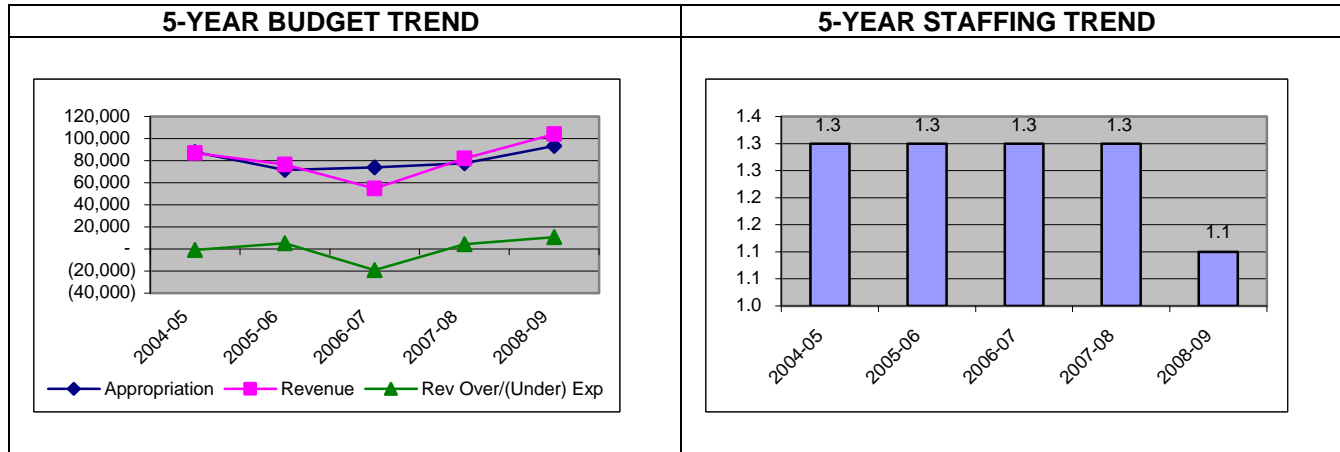


## Snack Bars

### DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department provides staff to operate four snack bars located at the following parks: Glen Helen (island site and swimming complex), Lake Gregory, and Mojave Narrows. Enterprise funds were established for each snack bar to provide management with sound accountability and timely reports. Excess revenue resulting from operations is used to enhance the snack bars or other park operations. Snack bars at other regional parks (Cucamonga-Guasti, Yucaipa and Prado) are operated by Board-approved private contractors.

### BUDGET HISTORY

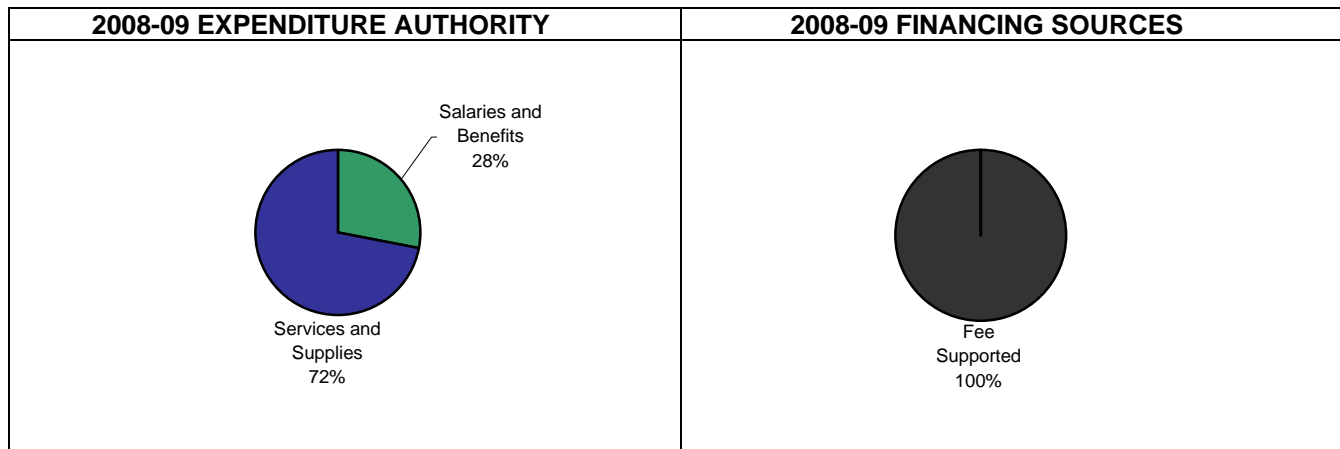


### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 87,782            | 71,477            | 74,035            | 77,609                        | 97,235              |
| Departmental Revenue                          | 86,836            | 76,631            | 54,901            | 82,000                        | 104,857             |
| Revenue Over/(Under) Exp                      | (946)             | 5,154             | (19,134)          | 4,391                         | 7,622               |
| Budgeted Staffing                             |                   |                   |                   | 1.3                           |                     |
| Fixed Assets                                  | -                 | -                 | -                 | -                             | -                   |
| Unrestricted Net Assets Available at Year End | 50,465            | 54,301            | 35,167            |                               | 42,789              |

Appropriation and departmental revenue are estimated to be approximately \$20,000 and \$23,000 greater than budget, respectively, primarily due to a larger volume in sales activity at the parks snack bars.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
DEPARTMENT: Regional Parks  
FUND: Snack Bars

BUDGET UNIT: EMO, EMP, EMT  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 21,000            | -                 | -                 | 15,600              | 23,566                     | 26,092                        | 2,526  |
| Services and Supplies       | 47,535            | 71,214            | 73,702            | 81,302              | 53,700                     | 67,000                        | 13,300                                       |
| Transfers                   | 247               | 263               | 333               | 333                 | 343                        | 300                           | (43)   |
| Total Appropriation         | 68,782            | 71,477            | 74,035            | 97,235              | 77,609                     | 93,392                        | 15,783                                       |
| Operating Transfers Out     | 19,000            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Requirements          | 87,782            | 71,477            | 74,035            | 97,235              | 77,609                     | 93,392                        | 15,783                                       |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Current Services            | 86,836            | 76,631            | 54,901            | 104,857             | 82,000                     | 104,000                       | 22,000                                       |
| Total Revenue               | 86,836            | 76,631            | 54,901            | 104,857             | 82,000                     | 104,000                       | 22,000                                       |
| Rev Over/(Under) Exp        | (946)             | 5,154             | (19,134)          | 7,622               | 4,391                      | 10,608                        | 6,217  |
| Budgeted Staffing           |                   |                   |                   |                     | 1.3                        | 1.1                           | (0.2)  |

Salaries and benefits of \$26,092 fund 1.1 extra help employees because the snack bars are typically seasonally operated. The 0.2 decrease in staffing reflects a technical change that rounded positions numbers in the county's budget system. A slight increase of \$2,526 has been budgeted based on incremental wage increases for the snack bar employees.

Services and supplies of \$67,000 represent purchases of food and bait for resale at the snack bars. An increase of \$13,300 is anticipated for snack bar supplies based on prior year estimates.

Current services of \$104,000 includes revenue from the sales of food and bait items at the four snack bar locations. The \$22,000 increase is based upon prior year estimates, which is anticipated to continue.



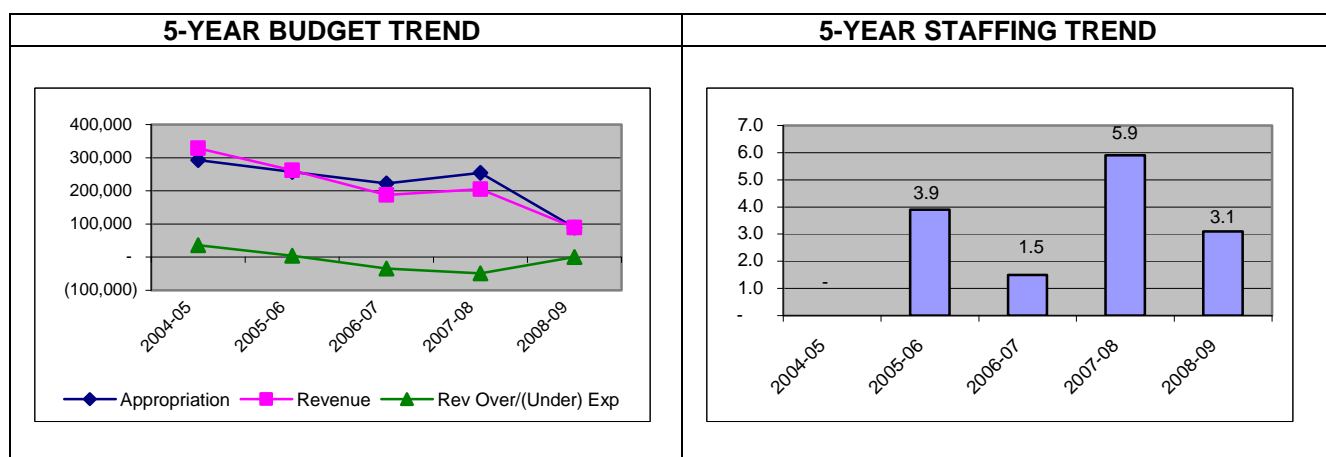
## Environmental Science Day Camp

### DESCRIPTION OF MAJOR SERVICES

This budget unit was originally established to account for revenues and expenses related to the operation of Camp Bluff Lake located in the San Bernardino Mountains. In 2003-04, the Board of Supervisors approved an agreement with The Wildlands Conservancy for the County to operate the facility for a children's summer camping program on a trial basis. The Conservancy subsequently determined that operating this camp was not a cost effective venture; therefore operations were discontinued in 2006-07 after the summer camp season.

Seizing the opportunity to expand the youth services programs, the Board approved a separate agreement with The Conservancy to develop an Environmental Science Day Camp. This one-day environmental studies retreat for children was originally located at The Conservancy's Bearpaw Preserve in Forest Falls; however, it has since been relocated to Yucaipa Regional Park to allow better access by school buses, affording a greater number of schools to participate in the program. The revenues and expenses for this youth services program are being accounted for in this enterprise fund.

### BUDGET HISTORY



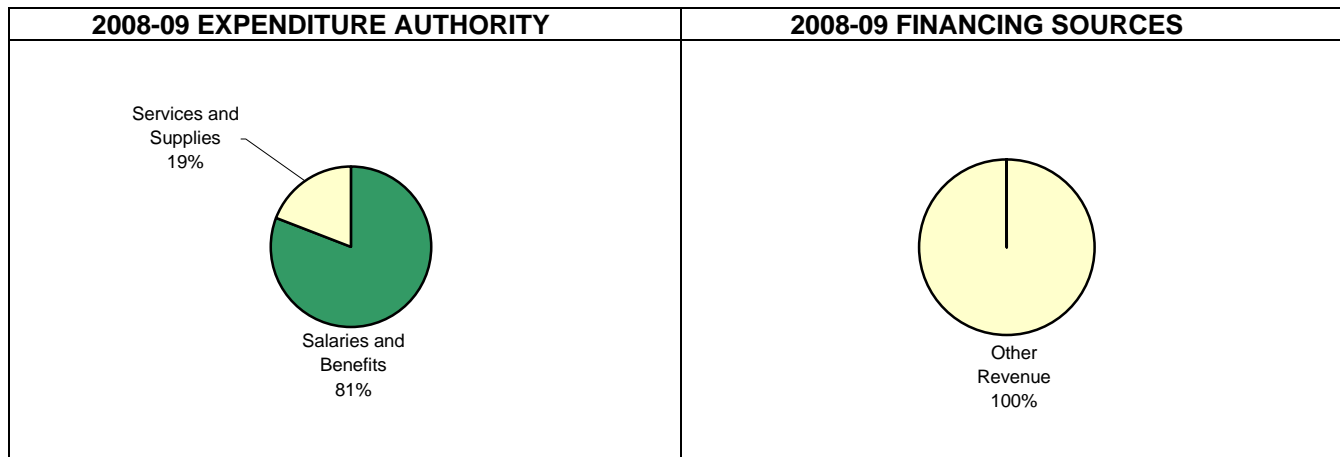
### PERFORMANCE HISTORY

|   | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|---|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation                                 | 98,227            | 38,828            | 269,648           | 253,860                       | 80,014              |
| Departmental Revenue                          | 23,080            | 138,999           | 209,674           | 205,200                       | 34,060              |
| Revenue Over/(Under) Exp                      | (75,147)          | 100,171           | (59,974)          | (48,660)                      | (45,954)            |
| Budgeted Staffing                             |                   |                   |                   | 5.9                           |                     |
| Fixed Assets                                  | -                 | -                 | -                 | -                             | -                   |
| Unrestricted Net Assets Available at Year End | 10,713            | 100,002           | 48,660            |                               | 2,706               |

Expenses and revenues for 2007-08 are estimated to be significantly less than budget because it was originally anticipated that there would be operations at Camp Bluff Lake during the year.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Regional Parks  
 FUND: Environmental Science Day Camp

BUDGET UNIT: EME CCP  
 FUNCTION: Recreational and Cultural Services  
 ACTIVITY: Recreation Facilities

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 70,350            | 32,523            | 120,572           | 40,455              | 171,714                    | 70,774                        | (100,940)                                    |
| Services and Supplies       | 27,877            | 4,770             | 81,291            | 33,888              | 16,265                     | 16,878                        | 613  |
| Central Computer            | -                 | -                 | -                 | -                   | 896                        | -                             | (896)  |
| Transfers                   | -                 | 1,535             | 67,785            | 5,671               | 64,985                     | 1,360                         | (63,625)                                     |
| Total Appropriation         | 98,227            | 38,828            | 269,648           | 80,014              | 253,860                    | 89,012                        | (164,848)                                    |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Use Of Money and Prop       | 545               | 499               | 6,746             | 1,500               | 5,200                      | -                             | (5,200)                                      |
| Current Services            | 2,535             | 500               | 102,928           | 4,560               | -                          | -                             | -  |
| Other Revenue               | 20,000            | 138,000           | 100,000           | 28,000              | 200,000                    | 89,012                        | (110,988)                                    |
| Total Revenue               | 23,080            | 138,999           | 209,674           | 34,060              | 205,200                    | 89,012                        | (116,188)                                    |
| Rev Over/(Under) Exp        | (75,147)          | 100,171           | (59,974)          | (45,954)            | (48,660)                   | -                             | 48,660                                       |
| Budgeted Staffing           |                   |                   |                   |                     | 5.9                        | 3.1                           | (2.8)  |

Salaries and benefits of \$70,774 fund 3.1 budgeted positions for the Environmental Science Day Camp. The \$100,940 decrease reflects the deletion of 2.8 vacant positions due to the department no longer operating the Camp Bluff Lake program.

Services and supplies of \$16,878 include costs to operate the Environmental Science Day Camp program.

Transfers of \$1,360 represent costs for the employee health and productivity program administered by the Human Resources department. The decrease of \$63,625 reflects the elimination of costs related to administration of Camp Bluff Lake operations.

Other revenue of \$89,012 is anticipated from grants to fund the Environmental Science Day Camp program.



REGISTRAR OF VOTERS  
Kari Verjil

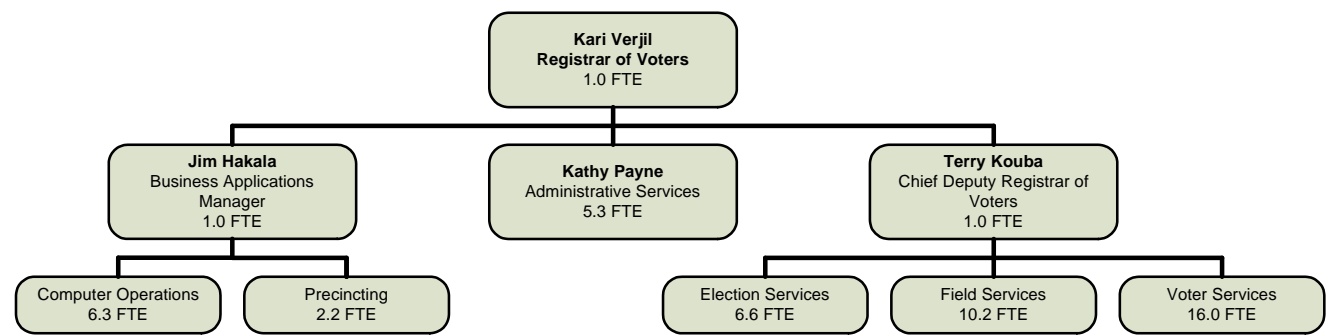
MISSION STATEMENT

The Registrar of Voters upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflect the intent of the electorate, promotes public confidence, increases voter participation, and strengthens democracy while providing the highest quality of customer service.

STRATEGIC GOALS

1. Increase voter participation in the electoral process.
2. Maintain and expand a directory of experienced and dependable poll workers.

ORGANIZATIONAL CHART



## DESCRIPTION OF MAJOR SERVICES

The primary function of the Registrar of Voters is to conduct elections as prescribed by district, city, county, state and federal laws and regulations.

The Administrative Services Section oversees the preparation and monitoring of department budget, prepares estimates and billing for election services, oversees contracting and purchasing, and manages personnel and payroll.

The Computer Operations Section provides computer support to the department through the in-house computer system and vendor supplied election software, coordinates technical services with the Department of Information Services, and oversees all counting operations in-house.

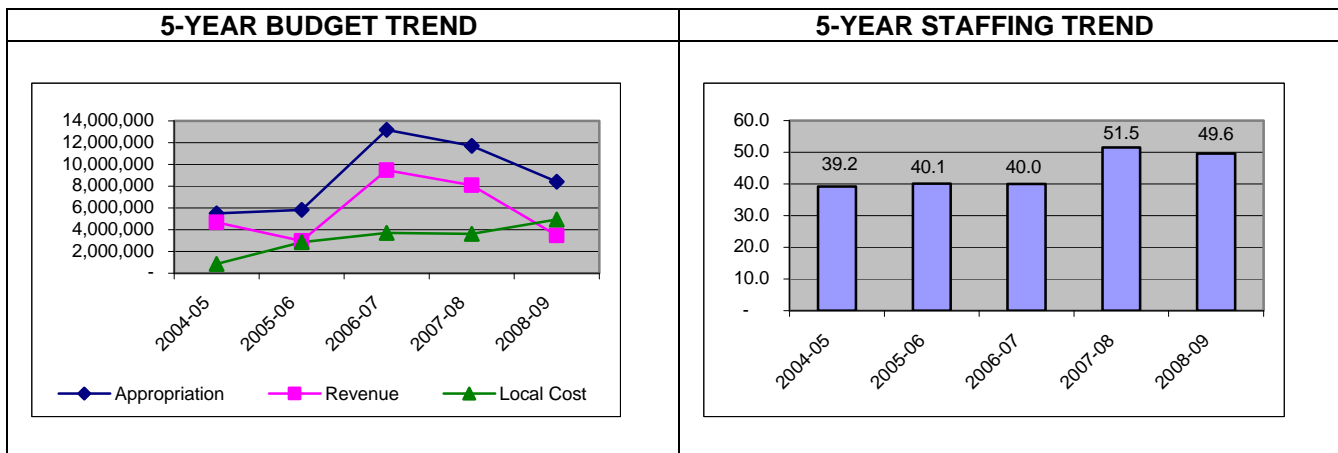
The Precincting Section creates and maintains jurisdictional boundaries. This involves maintenance of street address files, updating of zip code changes, and realignment of district boundaries. Depending upon which jurisdictions are on the ballot, voter precincts can be combined to form larger election precincts that meet policy guidelines.

The Election Services Section oversees the filing of candidates, calling of elections, petition process, preparation of sample ballots, campaign disclosure filings, and provides information/data to candidates/campaigns. Recruits poll workers, coordination of the student and county poll worker programs, provides their training, and assigns them to the appropriate poll locations.

The Field Services Section provides programming and maintenance of electronic voting equipment in preparation for each election. Assembles/distributes/retrieves poll election supplies, and provide facility support to the department. Recruits locations to service as polling places.

The Voter Services Section maintains the computerized voter files, verifies petition signatures, and provides phone and counter assistance to voters. Voter registration cards and signatures are electronically captured to provide additional security and reducing future labor costs. Coordinates Voter Outreach training and state mandated programs to increase registration and provides Vote-by-Mail and other mail ballot voting services.

## BUDGET HISTORY



**PERFORMANCE HISTORY**

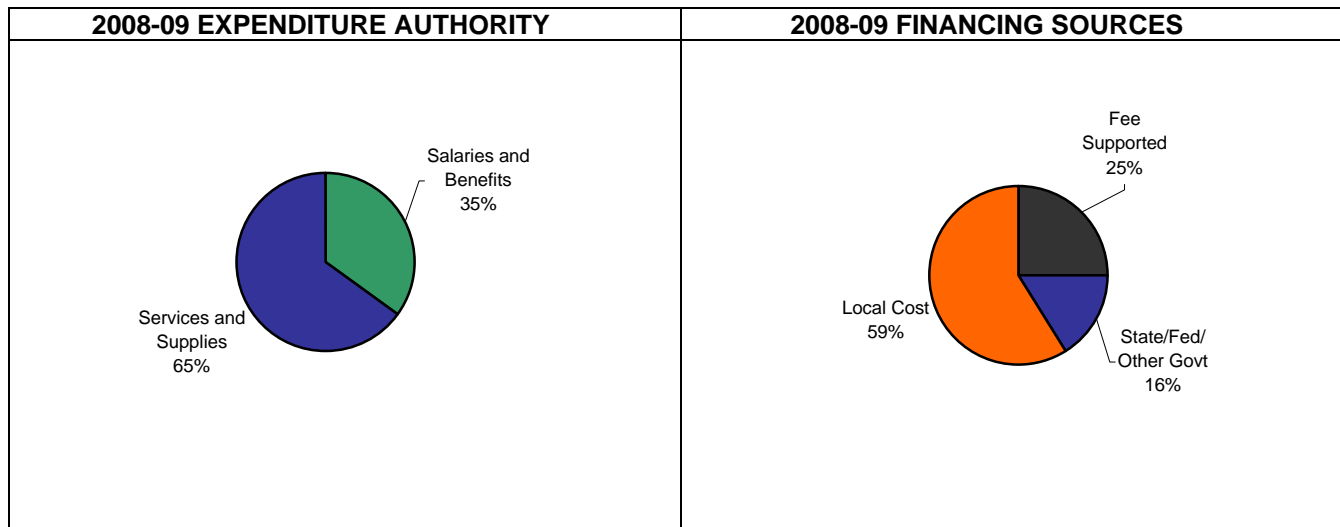
|                      | <b>2004-05<br/>Actual</b> | <b>2005-06<br/>Actual</b> | <b>2006-07<br/>Actual</b> | <b>2007-08<br/>Modified<br/>Budget</b> | <b>2007-08<br/>Estimate</b> |
|----------------------|---------------------------|---------------------------|---------------------------|--|-----------------------------|
| Appropriation        | 5,509,773                 | 5,825,181                 | 11,090,278                | 11,694,748                             | 10,832,708                  |
| Departmental Revenue | 4,670,300                 | 2,966,043                 | 7,445,738                 | 8,077,133                              | 7,320,344                   |
| Local Cost           | 839,473                   | 2,859,138                 | 3,644,540                 | 3,617,615                              | 3,512,364                   |
| Budgeted Staffing    |                           |                           |                           | 51.5                                   |                             |

In 2007-08, estimated appropriation is projected to be approximately \$862,000 less than the modified budget. This is primarily due to salaries and benefits savings (\$444,745) from positions that remained vacant for extended periods because of lengthy recruitments, services and supplies savings (\$942,960) from a combination of lower than budgeted HAVA related expenses that offset increases in election related expenses, and an anticipated over-expenditure in equipment expenses (\$525,000) due to the acquisition of a HAVA-reimbursable mezzanine for the warehouse.

In 2007-08, departmental revenue is projected to be approximately \$756,000 less than the modified budget. This is primarily attributed to an under-realization of HAVA reimbursable revenue for this fiscal year (\$1,071,762) that will be claimed in 2008-09, and a net over-realization of election services revenue (\$314,973) for three major elections.



## ANALYSIS OF PROPOSED BUDGET



**GROUP:** Public and Support Services  
**DEPARTMENT:** Registrar of Voters  
**FUND:** General

**BUDGET UNIT:** AAA ROV  
**FUNCTION:** General  
**ACTIVITY:** Elections

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Salaries and Benefits       | 1,782,124         | 1,840,351         | 1,918,953         | 2,663,755           | 3,108,500                  | 2,934,736                     | (173,764)                                    |
| Services and Supplies       | 3,321,880         | 3,941,550         | 5,752,304         | 7,586,115           | 8,529,075                  | 5,405,375                     | (3,123,700)                                  |
| Central Computer            | 27,241            | 35,361            | 34,686            | 39,407              | 38,620                     | 45,124                        | 6,504  |
| Travel                      | -                 | -                 | -                 | -                   | -                          | 13,100                        | 13,100                                       |
| Equipment                   | 370,350           | -                 | 118,408           | 525,000             | -                          | -                             | -  |
| Vehicles                    | -                 | -                 | 32,150            | -                   | -                          | -                             | -  |
| Transfers                   | 8,178             | 7,919             | 10,284            | 18,431              | 18,553                     | 20,555                        | 2,002  |
| Total Appropriation         | 5,509,773         | 5,825,181         | 7,866,785         | 10,832,708          | 11,694,748                 | 8,418,890                     | (3,275,858)                                  |
| Operating Transfers Out     | -                 | -                 | 3,223,493         | -                   | -                          | -                             | -  |
| Total Requirements          | 5,509,773         | 5,825,181         | 11,090,278        | 10,832,708          | 11,694,748                 | 8,418,890                     | (3,275,858)                                  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Licenses and Permits        | -                 | (3,019)           | -                 | -                   | -                          | -                             | -  |
| State, Fed or Gov't Aid     | 2,653,653         | 31,822            | 6,376,944         | 4,027,169           | 4,385,683                  | 1,356,700                     | (3,028,983)                                  |
| Current Services            | 1,980,481         | 2,894,864         | 1,037,888         | 3,268,738           | 3,661,000                  | 2,093,720                     | (1,567,280)                                  |
| Other Revenue               | 21,166            | 42,376            | 30,906            | 24,437              | 30,450                     | 30,450                        | -  |
| Other Financing Sources     | 15,000            | -                 | -                 | -                   | -                          | -                             | -  |
| Total Revenue               | 4,670,300         | 2,966,043         | 7,445,738         | 7,320,344           | 8,077,133                  | 3,480,870                     | (4,596,263)                                  |
| Local Cost                  | 839,473           | 2,859,138         | 3,644,540         | 3,512,364           | 3,617,615                  | 4,938,020                     | 1,320,405                                    |
| Budgeted Staffing           |                   |                   |                   |                     | 51.5                       | 49.6                          | (1.9)  |

The overall budgetary changes in the 2008-09 budget, from that of the 2007-08 Final Budget, are characterized by the following significant factors: (1) the reduction of \$1.04 million of the total budgeted amount of \$ 2.1 million in Help America Vote Act (HAVA) one-time funds that were available from the state via a contractual agreement (No. 07G30124) that were expended in 2007-08 with restrictive carry-over funds of \$1.07 million for the 2008-09 budget, (2) reverting to a more costly paper ballot processing system versus electronic voting due to the Secretary of State's decertification of the electronic voting system in August 2007; and (3) transitioning from a three-election cycle in 2007-08 to a one-election cycle in 2008-09. Although the Registrar of Voters Office will be conducting only one major election during 2008-09, the November 2008 Presidential Election will be more costly due to anticipated high voter turnout, a two-card ballot instead of the typical one card ballot, and paper versus electronic voting.



Salaries and benefits of \$2,934,736 fund 49.6 budgeted positions and are decreasing by \$173,764 and 1.9 budgeted positions. The salaries and benefits appropriation net decrease of \$173,764 represents current reductions of \$10,703 in benefit plan costs, retirement, and workers compensation charges; a decrease of \$173,755 in overtime due to transitioning from three major elections to one major election; and an increase of \$10,694 for extra-help and salary step adjustments.

Services and supplies of \$5,405,375 include appropriation authority to cover routine operating expenses, in addition to election-related expenses (such as postage, printing, temporary help, ballots and other services); and residual HAVA grant funded expenses of \$1,071,700. The overall decrease of \$3,123,700 is attributed primarily to a decrease in costs associated with conducting one major election instead of three elections that were included in the 2007-08 budget (\$2,094,717); and by a reduction of one-time HAVA funding (\$1,028,983). Travel and educational expenses have been removed from services and supplies and are budgeted in the new appropriation unit (Travel).

Travel is a new appropriation unit for 2008-09. The amount budgeted of \$13,100 reflects anticipated travel costs for State Association conferences and meetings in Sacramento (\$12,500), and staff training mileage (\$600). These costs were based on departmental analysis of past travel related expenses previously budgeted in the services and supplies appropriation unit.

Departmental revenue totaling \$3,480,870 is derived from the state for the reimbursement of postage (\$25,000), for the SB90 program (\$260,000), and for residual HAVA grant funding (\$1,071,700); for the sale of ROV services/products (\$31,450); and from election services (\$2,092,720) for participating jurisdictions that share in the cost of the election. Budgeted election services revenues include minor fee adjustments that were approved by the Board in March 2008 with an effective date of July 1, 2008. The overall decrease of \$4,596,263 is attributed to a decrease (\$2,000,000) in state reimbursement of the February 2008 election; a decrease (\$1,567,280) primarily for two other elections services not budgeted in 2008-09; and a decrease (\$1,028,983) for HAVA grant funding reimbursement from that of 2007-08.

| PERFORMANCE MEASURES   |                           |                            |                              |                           |
|--|---------------------------|----------------------------|------------------------------|---------------------------|
| Description of Performance Measure   | 2006-07<br>Actual         | 2007-08<br>Projected       | 2007-08<br>Estimated         | 2008-09<br>Projected      |
| Off-site Early Voting Locations.   | 10                        | 8                          | 0                            | N/A                       |
| Percentage of completion of existing polling places for compliance with accessibility requirements.  | 18%                       | 25%                        | 0%                           | 10%                       |
| Percentage of completion of marketing plan - to increase voter turnout.                              | N/A                       | N/A                        | N/A                          | 75%                       |
| Percentage of completion of marketing plan - VBM/Early Voting.                                       | N/A                       | N/A                        | N/A                          | 75%                       |
| County employees (total) serving as poll workers for all major elections.                            | 363<br>(1 major election) | 700<br>(2 major elections) | 1,150<br>(3 major elections) | 450<br>(1 major election) |
| Number of lead poll workers (Inspectors and ROVers) assessed and granted certificates of competency. | N/A                       | N/A                        | N/A                          | 100%<br>(450)             |
| Percentage of polling places that have a Bilingual Poll Worker assigned.                             | N/A                       | N/A                        | N/A                          | 100%<br>(410)             |

As a result of the Secretary of State's electronic voting system decertification order in August 2007, restrictions have been placed on electronic voting systems statewide. The Registrar of Voters has suspended off-site early voting due to restrictions associated with the decertification order, until such time that off-site early voting can comply accordingly.



The Registrar of Voters was faced with the challenge of replacing some existing polling locations and developing new polling locations in preparation for three major elections to be conducted during 2007-08. ROV utilized 407 polling places for the November 2007 election, which was the first of these three elections. Prior to this election, 17 polling place locations became unavailable, which reduced the department's polling place inventory down to 390. It was also determined that 19 polling places were overcrowded. Therefore, the survey teams were required to locate and survey new polling locations, of which approximately 75 potential locations were identified for review. The Registrar of Voters has been greatly impacted by the addition of a Statewide February 5, 2008 Presidential Primary Election, the June 3, 2008 Statewide Primary, and the November 4, 2008 Presidential Election. As a result of conducting three statewide elections in a nine month timeframe, polling place surveys for the remainder of 2007-08 and for 2008-09 will be conducted specifically to address accessibility issues if time is available.

The 2007-08 estimated total number of county employees serving as pollworkers increased from the 2007-08 projected number because of the statewide February 5, 2008 Presidential Primary Election that was added after the projection was originally established for 2 major elections.



## Fish and Game Commission

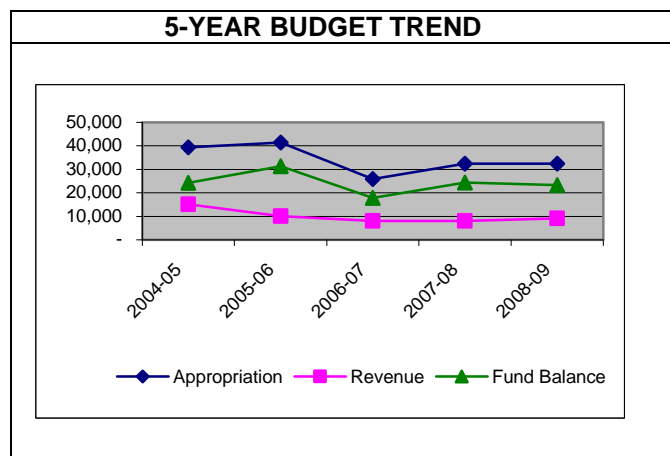
### DESCRIPTION OF MAJOR SERVICES

The Fish & Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish & Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

The Fish and Game Commission budget receives funding from fines imposed on hunting, fishing and environmental infractions. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and with its propagation in San Bernardino County.

There is no staffing associated with this budget unit.

### BUDGET HISTORY

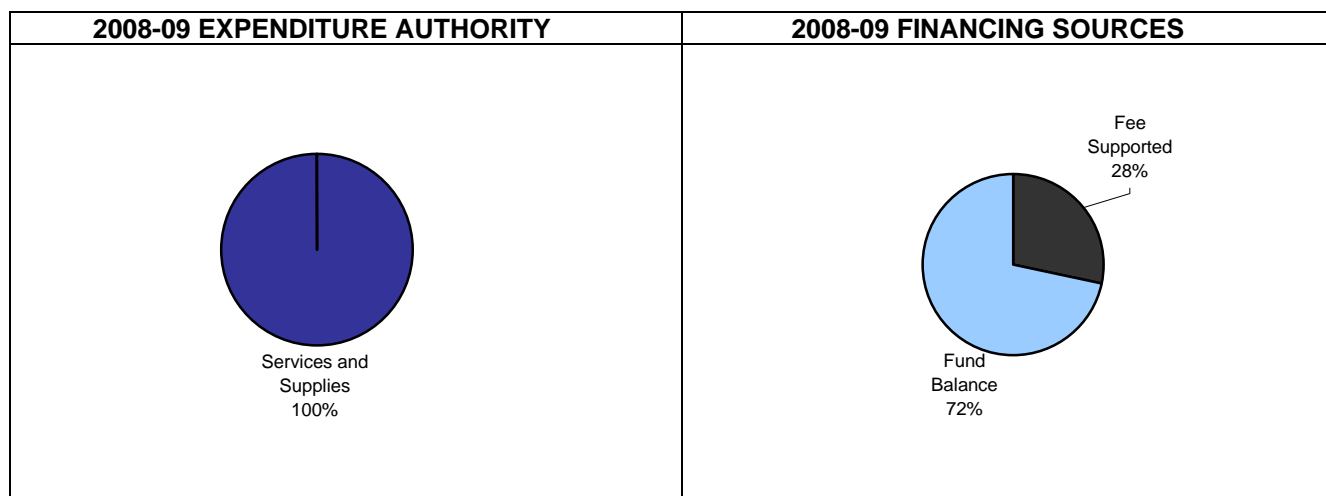


### PERFORMANCE HISTORY

|                      | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Modified<br>Budget | 2007-08<br>Estimate |
|----------------------|-------------------|-------------------|-------------------|-------------------------------|---------------------|
| Appropriation        | 13                | 21,528            | 2,810             | 32,408                        | 10,300              |
| Departmental Revenue | 7,011             | 8,081             | 9,372             | 8,000                         | 9,142               |
| Fund Balance         |                   |                   |                   | 24,408                        |                     |

In accordance with Section 29009 of the State Government Code, the entire unreserved fund balance must be appropriated each year. Accordingly, estimated expenditure is typically less than budget. The amount not expended is carried over to the subsequent year's budget.

## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Special Districts  
 FUND: Fish and Game Commission

BUDGET UNIT: SBV- CAO  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

|                             | 2004-05<br>Actual | 2005-06<br>Actual | 2006-07<br>Actual | 2007-08<br>Estimate | 2007-08<br>Final<br>Budget | 2008-09<br>Proposed<br>Budget | Change<br>From<br>2007-08<br>Final<br>Budget |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------------|--|
| <b>Appropriation</b>        |                   |                   |                   |                     |                            |                               |  |
| Services and Supplies       | 13                | 21,528            | 2,810             | 10,300              | 32,408                     | 32,400                        | (8)  |
| Total Appropriation         | 13                | 21,528            | 2,810             | 10,300              | 32,408                     | 32,400                        | (8)  |
| <b>Departmental Revenue</b> |                   |                   |                   |                     |                            |                               |  |
| Fines and Forfeitures       | 7,011             | 8,081             | 9,372             | 9,142               | 8,000                      | 9,150                         | 1,150  |
| Total Revenue               | 7,011             | 8,081             | 9,372             | 9,142               | 8,000                      | 9,150                         | 1,150  |
| Fund Balance                |                   |                   |                   |                     | 24,408                     | 23,250                        | (1,158)                                      |

The 2008-09 budget contains a minor decrease in services and supplies appropriation based on the estimated unreserved fund balance available, which is appropriated in its entirety in accordance with Section 29009 of the State Government Code.

